



# HIGHER LEARNING COMMISSION

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November 20, 2018

Dr. David Harrison  
President  
Columbus State Community College  
P.O. Box 1609  
550 E. Spring St.  
Columbus, OH 43216-1609

Dear President Harrison:

Attached is a copy of the Multi-Location Visit Report completed following the visit to Columbus State Community 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](mailto:pnewton@hlcommission.org)).

Sincerely,

Higher Learning Commission



FORM

## Multi-Location Visit Peer Review Report

Institution: Columbus State Community College (CSCC)

Additional Locations Visited:

Location Name	Location Address ( <i>street, city, state and ZIP code</i> )	Date Reviewed
Southwest Center at Bolton Field (Bolton)	5355 Alkire Rd., Columbus, OH 43228	11-13-18
Dublin Regional Learning Center (Dublin)	6805 Bobcat Way, Dublin, OH 43016	11-13-18

### Peer Reviewer

Name: Rex D. Ramsier

Institution: The University of Akron Title: ExVP/Chief Admin. Officer & SrVP/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 in PDF format at [http://www.hlcommission.org/document\\_upload](http://www.hlcommission.org/document_upload). When submitting, be sure to select the following: Role – Peer Reviewer, HLC Process – Required Reports, File Type – Multi-Location Report. 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:

CSCC has a highly centralized system which enables it to efficiently manage its additional locations and maintain a high quality education for all of its students. Policies and procedures, hiring practices, syllabi, peer evaluations, and all student support services are the same at the additional locations as on the main campus in downtown Columbus, OH.

## Institutional Planning

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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:

CSCC offers Aviation Maintenance Technician (AMT) and Fire Science (FIRE) programs at Bolton using a combination of its Industry Outreach Center and Regional Learning Center models of managing additional locations. These programs are integrally connected to local employers, and are primarily run with lock-step cohorts of students. Cohort sizes of 20-25 students are limited by space, equipment and instructor requirements, and generally fill every semester. Planning for facilities upgrades is underway, as discussed in the next section.

Dublin is operated as a Regional Learning Center located at Ohio University's Dublin Campus, and offers Associate of Arts and Associate of Science degrees and certificates in Nurse Aide and Patient Care Skills. Enrollment is now over 1,200 students, including some College Credit Plus (CCP) dual enrollment students.

## Facilities

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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 Bolton location is adjacent to an operational airport, and is a large one-story facility with ample parking and easy access. The lease arrangement (\$1 per year for forty years) is due to expire in 2020, and discussions are ongoing as to how to upgrade the facility, including cosmetic floor/wall refinishing as well as major capital projects such as a new roof and an additional building. AMT facilities include: labs for assembly/disassembly of aircraft motors; a hangar with about twelve aircraft of various types including a helicopter; a 727 parked outside; workshops for sheet metal and fiberglass/fabric forming; an electronics lab; library area and classrooms. The FIRE program also has classrooms and large areas for storing and using turnout gear, and a modular burn building in the front parking lot. Due to current space constraints, burn scenarios

have been run at various other facilities in Ohio, and CSCC is currently leasing a 2-acre adjacent plot of land for possibly installing a new facility in the future. Discussions of what to do with the welding bays which are currently no longer used are ongoing, as are ideas of moving other programs to the location. FIRE students would like to see a shower/locker room in the future plans, as they engage in strenuous physical activity as part of their training.

CSCC leases the third (top) floor of a relatively new building (Ohio University's Dublin Integrated Education Building) which constitutes its Dublin location. CSCC's floor is now separately metered for utilities and some recent cost savings have been achieved. There is ample parking and easy access from a main road. The third floor includes: a student lounge area; a quiet room for studying; offices for the staff and on-site advisor; a faculty workroom; a computer testing center; classrooms and computer labs; large state-of-the-art wet labs for chemistry and biology; and a large hospital/patient simulation lecture/lab combination room. The technology used in the classrooms is identical to what is installed at all other CSCC locations and campuses, and faculty noted the ease with which they can teach at various locations as needed.

## Instructional Oversight

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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:

Administrators and faculty at both locations indicate that faculty hiring, oversight and professional development opportunities are identical across CSCC regardless of campus or additional location. Faculty are part of main campus departments and learning outcomes, assessment methods, classroom observations, student evaluations, etc. are all centralized and consistent. CSCC currently uses Blackboard as its LMS and participates in Eduroam which permits worldwide login access for CSCC students and faculty.

## Institutional Staffing and Faculty Support

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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:

Full-time staff are on-site at both locations during all hours of operations. Faculty and students were very positive about the various types and level of support they receive. CSCC uses Cornerstone, a centralized HR system that enables efficient hiring, tracks annual performance reviews and Clery/Title IX training, and provides professional development modules. CurricUNET is also used by CSCC for efficient curriculum proposal processing and approvals. A part-time lab assistant sets up the wet labs at Dublin which, due to the multi-use nature of the labs, can be a

challenge. CSCC might wish to consider additional lab staffing and removing waste containers from the fume hoods if extra sections of labs will be offered in the future. Faculty indicated that there should be demand for more offerings, and were also very positive about their new access to Blackboard analytics features and workshops for tracking/helping their students.

## Student Support

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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:**

Students at both locations benefit from the staff, faculty and facilities. The lock-step employer/certification-driven nature of the programs at Bolton lend themselves to direct faculty/student advising interactions on a daily basis. Students at all locations have 24/7 access to library services including OhioLink.

Dublin offers on-site advising, testing, tutoring, and accessibility services when needed. Students at Dublin indicated that more flexible times for advising and tutoring, as well as more classes being offered at the location, would be helpful. Many of the students prefer the Dublin site over the downtown main campus, and would take more classes at Dublin if offered. In addition, CSCC is actively engaged in delivering open educational resources to its students at reduced/no cost and by the first day of class, which will help students significantly.

## Evaluation and Assessment

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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:**

As mentioned previously, CSCC employs a centralized model for managing consistent educational quality across its locations and modes of delivery. Hiring and faculty credential expectations are identical, and in many cases syllabi and even exams are standardized. Faculty at both locations expressed confidence that their students were learning what they needed to know and met the expected outcomes.

Students at Bolton pass their AMT and FIRE certification exams at a high rate, which validates that they have achieved the desired knowledge and skills. Students at Dublin reported that they too were learning what they needed to know, and that their faculty were assessing their performance regularly. However, a few students expressed concerns about limited interactions with their faculty in the asynchronous environment used in some online courses.

## Continuous Improvement

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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:**

It is clear that CSCC is an institution where continuous improvement is part of the culture. In addition to the items mentioned previously, expanded industrial advisory boards and discussions with high schools/career centers/CCP partners are ongoing. Bolton is considering options for expansion of its facilities and offerings, and the fact that biology, anatomy and chemistry are all offered at Dublin opens up opportunities for "pre-med" certificates.

## Marketing and Recruiting Information

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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:**

A review of bulletin boards and brochures retrieved on-site, and CSCC websites, verified that the information provided to students and the public about the programs and operations at Bolton and Dublin is accurate.

## Summary Recommendation

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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:

**CSCC is an efficiently run institution and manages its additional locations well. Both the Bolton and Dublin facilities offer programs responsive to student and employer demand, and are positioned for continued success in the future.**

## Notification Program for Additional Locations Approval Form

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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.”

- ☒ Yes ☐ No      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.
- ☒ Yes ☐ 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.
- ☒ Yes ☐ No      The institution has demonstrated success in overseeing at least three locations.
- ☒ Yes ☐ No      The institution has no other HLC or other legal restrictions on additional locations and/or programs offered off campus.
- ☒ Yes ☐ 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.