



**Multi-Location Visit Institutional Report  
May 10 - 11, 2021**



**Perry, 203 W. Bridge Street, Perry, Kansas**



**HCC - Electrical Building, 17349 Country Club Road, Atchison, Kansas**

**Institution:** [Highland Community College](#)

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## Multi-Location Visit Institutional Report

### *Instructions*

Submit the completed report as a single PDF file to the peer reviewer assigned to conduct the visit and to HLC at [hlc.commission.org/upload](https://hlc.commission.org/upload). Select “Visit Materials” from the list of submission options to ensure the institution’s materials are sent to the correct HLC staff member. 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.

Highland Community College in Highland, Kansas, began in 1858 as Highland University, making it the first college in Kansas. After eight name changes, the college has now provided higher education opportunities to the people of Northeast Kansas for more than 160 years. HCC’s mission is, “Highland Community College, the first college in Kansas, provides lifelong learning opportunities and contributes to economic development to enhance the quality of life in the communities we serve.”

HCC’s mission of lifelong learning and service to our area communities is the thread connecting our additional location offerings and weaving through our approach to off-campus instruction. In the late 1970s, the College taught classes at the Leavenworth Prison. Then we operated out of facilities owned by local high schools for day and evening courses because the College couldn’t own property outside of its home county until around 2006. By the late 1990s, our high school partners started wanting to charge us more to use their facilities so we explored renting facilities.

The Wamego Center property was originally rented in 1997 then later purchased by the College and covers the southwest corner of our service area ([Appendix A](#)). Located 20 miles from Manhattan, the Wamego Center draws many Kansas State University students who take part of their schedule with Highland in addition to local students starting their education at a community college.

The College merged with Northeast Kansas Technical College (NEKTC) in Atchison when a Kansas law was passed requiring all technical schools to either become independently accredited or merge with an accredited Kansas higher education institution. When NEKTC merged with

Highland in 2008, NEKTC was already delivering the Auto Technology Program at Leavenworth High School so Highland continued operations there. This program is only offered to Leavenworth High School students. Highland provides all supplies and equipment as well as employs the full-time faculty member delivering all instruction on site. (Note: This program is outside of the Kansas Board of Regents' designated service area for Highland ([Appendix B](#)) which requires "out of district approval" from Kansas City Kansas Community College every semester. This location is not advertised since only LHS students may enroll in the courses offered there.)

Our Electrical Program was originally in the Construction Trades Building when HCC merged with NEKTC. The current Electrical Building on Country Club Road was owned by USD 409 and sold to the HCC Foundation as part of the merger on the condition that Highland would renovate and use the space. After evaluating enrollment demands, it was determined to move a few programs around at our Atchison Technical Center and consequently the College moved Welding Technology to the Construction Trades Building and Electrical Technology was moved to its current location at 17349 Country Club Rd, Atchison, KS.

The Construction Trades Building was part of the original merger and currently houses Construction Technology, Welding Technology, and Heating, Ventilation, and Air Conditioning. This building is part of the College's ongoing lease agreement with the USD 409 Atchison School District who was running NEKTC up until the merger.

The Electrical Building and the Construction Trades Buildings are geographically separate from our Atchison Technical Center but in the same community. Both structures were necessary due to enrollment growth and space considerations. Our substantive change approval in 2008 did not specify that it needed to include these other addresses in Atchison in addition to the Technical Center at 1501 Riley St. We submitted a substantive change form in 2018 to correct this error. Because all students start at the Technical Center for admissions, enrollment, advising, billing, orientation, etc. and the Construction Trades Building and Electrical Building are not open to the general public, we do not publicize these locations on our brochures.

The College purchased a former middle school from the local school district to establish the Perry Center in 2006. The Perry Center, located in the southeast corner of our service area, draws students from Jefferson County but students also commute from Topeka and Lawrence which are less than 30 minutes away from this location. Perry offers general education courses and until 2020 operated as the base for our Early Childhood program. The Perry Center serves students of all ages especially those completing Nursing pre-requisite courses, older adults returning to school, and high school students who attend during their school day.

In 2014, Highland opened the Western Center in Baileyville, Kansas. This location was established under a Title III grant adding several technical programs - Diesel Technology, Medical Assistant, Welding Technology, and Allied Health courses and access to general education offerings for the northwest corner of our service area. Programs were expanded each year with Construction Technology starting in 2015 and Precision Agriculture in 2016. In 2017, the gymnasium was renovated into a large Diesel shop and the Diesel Technology program expanded to offer the full two-year program at the Western Center.

Three additional locations Marysville, Sabetha, and Holton were also opened and closed between 2002 to 2018.

The size of the staff and full-time faculty has fluctuated based on needs of each specific location. Full-time faculty began to be hired for the additional locations in the early 2000s. Our additional locations primarily pay for themselves through credit hour generation, though smaller staffs and use of adjunct instructors reduces costs. Revenue was also easier to determine prior to 2002

because state funding was paid using a per credit hour formula instead of the operating block grant that is currently used.

Administrative services for students which includes advising, placement testing, enrollment processing, and textbook management takes place at each location while admissions, billing, financial aid, and transcript assistance is primarily delivered by Highland campus staff. Regional Centers offer day, evening, and weekend class options to meet our students' schedules.

Whether as a conduit to a four-year degree, technical training, professional enhancement, or personal development, the College has continued its mission to provide affordable access to higher education to the citizens of Northeast Kansas. The college is governed by a six-member Board of Trustees elected from Doniphan County and is coordinated by the Kansas Board of Regents (KBOR).

List of current approved active additional locations:

#### **Atchison, 1501 W Riley, Atchison, Kansas**

- Transfer Degrees (Associate of Arts, Associate of Science, Associate of General Studies)
- Auto Collision & Refinishing Technology (formerly Auto Collision Repair)
- Automotive Technology
- Business Technology (formerly Administrative Assistant)
- Computer Support Specialist (formerly Computer Support Technology)
- Diesel Technology
- Early Childhood
- Engineering Graphics & Technologies
- LPN to RN Completion
- Medical Assistant (formerly Medical Office Assistant)
- Practical Nursing

#### **HCC - Auto Technology at Leavenworth High School, 2012 10<sup>th</sup> Avenue, Leavenworth, Kansas**

- Automotive Technology (50%)

#### **HCC - Construction Trades Building, 2603 Industrial Road, Atchison, Kansas**

- Construction Technology
- Heating, Ventilation, & Air Conditioning
- Welding Technology (formerly Industrial Welding Technology)

### **HCC - Electrical Building, 17349 Country Club Road, Atchison, Kansas**

- Electrical Technology

### **HCC Western Center, 313 Nemaha, Baileyville, Kansas**

- Transfer Degrees (Associate of Arts, Associate of Science, Associate of General Studies)
- Construction Technology
- Diesel Technology
- Early Childhood
- Medical Assistant (formerly Medical Office Assistant)
- Precision Agriculture
- Welding Technology (formerly Industrial Welding Technology)
- (Manufacturing Technology and Engineering Graphics & Technologies are not currently active but could be reactivated if there are interested students)

### **Perry, 203 W. Bridge Street, Perry, Kansas**

- Transfer Degrees (Associate of Arts, Associate of Science, Associate of General Studies)

### **Wamego, 500 Miller Drive, Wamego, Kansas**

- Transfer Degrees (Associate of Arts, Associate of Science, Associate of General Studies)
- Enology
- Viticulture

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

The future growth potential varies widely for our additional locations as they each serve different populations. Technical programs are also heavily influenced by decisions of KBOR which coordinates Highland Community College and also dictates all state funding, technical program alignment, and defines what can be a technical program. There is also pressure from KBOR to partner with existing programs offered by other community colleges rather than establishing our own programs. Finally, state legislation hangs in the air in three areas: funding for technical education and what is considered “technical”; the “First Fifteen” initiative for high schools to offer five common college courses for free to concurrent students with low reimbursement to the colleges overseeing the instruction; and colleges being required to merge for a consolidation or regionalization of public higher education institutions in the state.

Our Technical Center in Atchison is in the process of adding a new building where a parking lot previously existed at 1501 Riley Street. Once completed the current Diesel program will move into the

new building, freeing up space for other programs to expand or be developed at that location. HCC's long-term plan continues to be to move programs within the buildings we already have in order to accommodate changing program enrollments. For example, the Electrical Building was recently expanded after the program went through statewide alignment and changed into a 2-year program. We added additional classroom space and another instructor to deliver the 2-year Electrical program.

Starting in Fall 2021, we are adding Early Childhood as a daytime, technical offering at the Technical Center and at the Western Center. We are currently hiring a full-time faculty member for each location and will be shifting the course delivery from an interactive distance learning (IDL) delivered program to a daytime technical schedule. We hope this will draw more high school students interested in an Early Childhood career. Our adjuncts will continue teaching a few ECH courses online and via Zoom in the late afternoons and evenings each semester for interested adults working in the field during the day and wanting to expand their qualifications through our program part-time.

Another important change currently under development is the creation of a hiring schedule that recognizes industry certifications and credentials in technical fields. Our technical faculty currently can only move up on the salary scale by earning a Bachelor's, Master's, or Doctorate. This change will hopefully help us attract technical faculty and recognize all technical faculty who seize professional development opportunities.

HCC – Auto Technology at Leavenworth High School currently delivers 50% of the 2-year program in Auto Technology to the students at Leavenworth High School. We hope to develop a 1-year certificate for this program. That will enable students to choose whether to go to work after earning a 1-year certificate or continuing on to earn the full 2-year certificate at the Technical Center in Atchison after high school.

The HCC – Electrical Building was recently renovated to accommodate a program expansion to a Certificate C two-year program to meet statewide program alignment standards. A second instructor was added and we anticipate that program will continue to grow once COVID-related enrollment caps are removed.

The Perry Center has seen declining enrollments for the past several years as the economy and job market improved and fewer non-traditional students were attending on-ground courses. Our Perry students are now primarily enrolled in a combination of HCC Online courses and Perry Center courses. We do continue to see strong enrollment in a few daytime classes due to local high school students who drive across town to take college classes as part of their high school day. We hope to explore new opportunities for technical programs at the Perry Center, as well as grow enrollment in general education courses, as changes at the federal level influence student enrollment at community colleges. Our Perry Center location is also a hub for several community resources so its future growth is not solely based on enrollment.

Similar to the Perry Center, the Wamego Center has also seen declining enrollments for the past several years. Many Wamego Center students are dually enrolled at HCC and Kansas State University. Because of the close proximity to KSU, the Wamego Center also has a larger qualified adjunct pool so our interactive distance learning (IDL) courses are often taught from Wamego out to our other locations. Our viticulture and enology certificate programs are also taught at the Wamego Center. The enrollment in these courses is low but it is the only program in the state and is seen as an important program to the community as the state of Kansas hopes to establish a grape growing region in the Wamego area. There may also be interest in offering our enology courses to other colleges with culinary programs. Similar to Perry, future growth at Wamego may involve the development of additional technical programs or increased enrollment in general education courses as students take advantage of stimulus funds aimed at community college enrollment.

## Institutional Planning

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

The Electrical Building is a stand-alone building 1.4 miles from the Atchison Technical Center location (1501 Riley Street). The building includes two instructor offices, wiring lab space, motor controls lab, two classrooms, break area, student lockers, and restrooms with a large parking area.

The Construction Technology Building is a stand-alone building 1.8 miles from the Atchison Technical Center (1501 Riley Street). The Welding side of the building includes the full-time instructor's office, an instructor work space, bathrooms, welding lab space including 39 welding booths, and a classroom. Between the Welding and the HVAC part of the building there is a breakroom and additional restrooms. HVAC has a classroom, instructor work space, indoor and outdoor lab space, and student lockers. Construction Technology has a classroom with instructor work space and a skills lab space. Each 1 - 1½ years, the Construction Technology program builds an entire single-family home in Atchison so much of their class time is spent at the build site. There is also a maintenance storage area in this facility.

The Auto Technology program at Leavenworth High School, includes a classroom, lab space, and instructor office.

With the new Diesel Building, the Technical Center in Atchison will have a total of 7 buildings at 1501 Riley St. Each building contains classrooms, bathrooms, offices, and lab/shop spaces. Most buildings also contain lockers for student use and student computer and internet access. Administrative offices are primarily in Building B with the exception of the Director of Adult Basic Education and the Director of Nursing who are located in other buildings. Building B also includes a commons area where students, faculty, and staff may eat lunches, purchase vending machine products, and microwave food. In addition to classroom and lab space, live shop space is also provided for programs that require it. The Nursing department has a simulation center in its building. An onsite testing lab is available for all industrial testing we are allowed to administer.

The Perry Center includes a front reception area, Director's Office, faculty offices, classrooms, a computer lab, Biology lab, Anatomy and Physiology lab, Chemistry lab, an IDL classroom for distance delivered/received courses, and front and back foyers where students can relax, socialize, or use computers. The parking lot has an accessible parking space closest to the automated entry door. The community has started utilizing the Perry Center space as well. The local library is now housed in a large classroom onsite, the 1940s gymnasium is leased by the school district and used by school and community groups, a storeroom under the gym bleachers holds durable medical equipment that is collected, stored, and loaned out by volunteers to Perry residents as needed, Keystone Learning Services has two special education classrooms and a transitional services "apartment", and The Care Center has a sexual assault advocate/counselor office onsite.

The Wamego Center has three buildings. Building A holds all of the full-time faculty offices, an IT office, custodian office, bathrooms, classrooms, Biology and Chemistry labs, a quiet testing room, the Director and Student Services Coordinator's offices, student break room and lounge area, an adjunct lounge, faculty and staff breakroom and private bathroom, a reading room, computer lab, and an IDL classroom. Building B has classrooms only. Building C houses Adult Basic education, Allied Health and EMT classrooms, regular classrooms, a new Zoom classroom, a custodial storeroom, and bathrooms. Both parking lots have accessible parking spaces.

The Western Center is a former high school and is laid out similarly with a front office which includes a Director's Office, Office Assistant, and faculty/staff break and copy room. Near the front entrance is a Student Center with computers, a TV, and lounge area and the Student Services Representative's office. The rest of the building includes a community room, quiet testing room, vending machines, classrooms, lab/shop spaces, offices, student lockers, bathrooms, and live shop space.

For the technical locations (the Technical Center in Atchison, HCC – Electrical Building, HCC – Construction Trades Building, the Western Center in Baileyville, and Auto Technology at Leavenworth High School), each technical program's Advisory Committee evaluates program needs including facilities. The Director of Technical Education, along with technical program faculty and the Western Center Director collect bi-annual input from the Advisory Committees and make recommendations for any renovations or program expansions to President's staff and the Board of Trustees.

The Perry Center Director and Wamego Center Director have the ability to adjust the use of certain classrooms based on enrollment and student needs. Each location has lab space as well as space for students to spend leisure time between classes. If enrollment demands or new program development would involve facilities renovation, those directors would work closely first with the VP for Academic Affairs then with all of President's Staff on the planning of any facilities changes.

President Fox has also been working with the HCC Board of Trustees and the HCC Foundation Board on plans to update our Facilities Master Plan. The last Facilities Master Plan was developed in 2002 and did not include any of the additional locations. We hope to start work on a new plan in the next 12 to 18 months which would include all HCC locations.

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

Funding for each additional location varies as the technical programs receive additional state funding that the general education locations do not. Technical programs are also significantly more expensive to deliver than general education courses. All Highland budgets are created by the Vice President for Finance and Operations and his staff then presented to President's Staff for input before ultimately going before the Board of Trustees for approval.

Due to enrollment declines, several years of state-level budget cuts and an overall tight budget, most budgets have been cut for the past several years. In FY21, budgets were rolled over from what was spent in FY20 and then cut by 10%. With the COVID shutdown in Kansas lasting for two months, our FY20 spending was much lower than usual so that provided additional budget savings. With those budget protections we were able to avoid layoffs and only had to furlough a couple of part-time employees during the COVID pandemic. We have also been working on increasing our cash balances in order to provide stability when future state cuts or enrollment declines occur.

The College has found creative solutions to foster expansion despite a tight budget. A loan was obtained to complete the Diesel remodel at the Western Center in 2017. The remaining balance of this loan, as well as a construction loan for the Highland campus, were refinanced in January 2020. New debt was issued to allow for construction of the Diesel building at Atchison. The combined refinancing and debt issuance allowed for lower annual payments for the College. Part of the proceeds of a recent property sale will be used for facility improvements at regional locations. The remaining will be held as cash reserves to address future instructional needs.

As for staffing, HCC reevaluates the need for each position any time someone leaves the college. The Director overseeing the location of the open position discusses staffing needs with their Vice President. Then they complete a Personnel Requisition for the President's review, which either requests the



position be refilled or proposes a revised or new position. If a position can be held open for the short term to provide budget savings then it will be. If a position is recommended to not be replaced then those recommendations would also go to the President for approval.

## Facilities

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

All technical programs have Advisory Committees who provide recommendations on equipment and facility needs. Faculty also provide recommendations. The College administers student satisfaction surveys that include questions about the facilities and equipment. The Technical Center Director also regularly visits each of these locations in-person to observe maintenance and safety issues and address needs. Capital outlay funds are used to provide equipment and facility improvements on an annual basis.

The Perry Center and Wamego Center Directors send requests to the Vice President for Academic Affairs regarding facilities needs and those needs are in turn discussed at President's Staff. Those projects are then added to the capital projects list and carried out as funds are available.

The Wamego Center has a contract with the local transportation authority for a bus stop on site. Both Perry and Wamego have large parking lots. Due to the expense to repair, those projects might take quite a long time to accomplish. There are also no custodians or maintenance staff at Perry or Wamego so outside individuals are contracted for that work. The technical locations both have custodial and maintenance staff and for some projects faculty or a class can assist with facility repairs. There is also state capital outlay funding provided for technical programs to complete capital projects at all of the technical locations that is not provided for Perry or Wamego.

Perry and Wamego both have onsite "bookstores" where students can pick up their rental textbooks and buy HCC Scottie logo items. There are vending machines at all locations except the Perry Center where it was removed by the vending company. When Perry lost its last vending machine, the Center started purchasing snacks and beverages in bulk and selling them to students at a cheaper rate than the machine used to charge.

Prior to COVID, the Vice President for Academic Affairs was on site at each of the four centers on a weekly basis at Perry and a monthly basis for Wamego, Western Center, and the Technical Center in Atchison. With COVID, those visits were drastically cut back but the Directors of each location still stayed in close communication about facility or instructional needs. We were also able to use COVID stimulus dollars to install several smart Zoom classrooms and purchase instructor tablets and student laptops or tablets for the four centers. If needed, students can be outfitted with tablets or laptops at the Electrical Building, Construction Trades Building, and Auto Technology at LHS as well.

## Instructional Oversight

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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?

HCC's promotion and marketing budget for the additional locations is quite small. The Director of Marketing works closely with the Director overseeing each additional location to maximize the efficiency of any strategies. The Director of Marketing oversees all promotion and marketing for the college which ensures everything published is on brand and accurate. She also serves on President's Staff and

therefore stays informed about changes to resources, technical capabilities, and upcoming developments.

Our Information Technology department is consulted any time enrollment or course delivery changes occur so each location is always operating within the technical capabilities of the college.

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

All courses at HCC use common course syllabi which are published on the HCC website. Instructors develop First Day Handouts that include the common syllabi content along with their specific course schedule, assignments, and policies. Many of our technical programs are statewide aligned programs. Alignment meetings involve faculty from all of the programs who convene with KBOR staff to develop common competencies, determine aligned courses, and make any adjustments to program curriculum with based on feedback and insight from business, industry, data, and those at the alignment meetings.

With general education, over 100 courses are part of Kansas's System Wide Transfer which have common course competencies across all public colleges. Each year, common courses are selected for review by the Kansas Core Outcomes Group. Faculty from all public colleges and universities meet and review the course competencies and make any updates. Courses are refreshed every five years.

HCC's Curriculum and Instruction Committee reviews all curriculum change requests. These include changes to course name, credit hours, pre-requisites, course descriptions, competencies, content, textbooks, reactivation/deactivation, degree sheet modifications, and new course or program proposals. The committee meets monthly and includes representation from faculty and staff including from additional locations.

HCC full-time faculty deliver all instruction at the Auto Technology at Leavenworth High School, Electrical Building, and Construction Trades Building. They are the sole employees at each of those locations and they report to the Director of Technical Education. The Director of Technical Education visits these facilities and also assists the Vice President for Academic Affairs in the evaluation of the faculty members per the processes outlined in the Master Contract.

The Director of Technical Education also oversees all operations at the Atchison location including the instruction delivered by full-time technical faculty and any general education courses taught by adjuncts and oversees the technical programs at the Western Center. The Western Center Director assists the Director of Technical Education in the day-to-day oversight of technical programs in Baileyville, assists with the evaluation of Western Center full-time faculty as requested, and oversees any adjuncts teaching general education courses. The Wamego Center Director and the Perry Center Director oversee all adjunct instruction at their location and assist the Vice President for Academic Affairs in the evaluation of full-time faculty as requested.

HCC paused student course evaluations after our survey tool was discontinued. The college is interested in adding this element back in the near future. The eWalkthrough evaluation tool is used for all adjunct instructor observations. eWalkthroughs are carried out by the Directors or designated staff. HCC is in the process of implementing a Comprehensive Assessment Plan. Currently non-technical full-time faculty are fully using the new model and technical faculty are finalizing the design of their components. All assessment materials will be rolled out to adjuncts and implemented at all locations in the next year. Extensive details about this Comprehensive Assessment Plan reboot can be found in our [HLC interim monitoring report](#) submitted in April 2020.

## Institutional Staffing and Faculty Support

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

Per the Master Contract, HCC administration delivers one professional development in-service for full-time faculty right before the Fall semester begins. Then in the Spring semester, the faculty plan the Spring in-service. New faculty orientation is held in the Fall semester on the day before full-time faculty in-service. When possible, adjunct instructors are invited but some years, adjuncts have had their own professional development opportunities. For example, when we switched to Canvas as our Learning Management System, all adjuncts were invited to attend the trainings. [\(Appendix C\)](#) includes example in-service agendas and Canvas training attendance.

Our regional directors and their student services staff match the qualifications of student services staff on the Highland campus. The currently open Wamego Center Director position provides an example of regional director qualifications and responsibilities [\(Appendix D\)](#). The Perry Center Director is an example of a position reduced to part-time until such time that enrollment increases require a full-time Director again [\(Appendix E\)](#). Also provided is a list of all employees by location [\(Appendix F\)](#) and the faculty and adjunct instructor educational qualifications [\(Appendix G\)](#).

HCC's adjunct instructor position along with faculty openings in Early Childhood and Precision Agriculture are provided as additional examples of hiring qualified instructors at additional locations [\(Appendix H\)](#). The Mathematics Instructor position listing, though a Highland campus position, is the same as would be used for a regional opening [\(Appendix I\)](#).

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.

Our off-campus personnel are supported and evaluated to the same extent of Highland campus personnel. The employee benefits, hiring processes, and search committees are equivalent whether on-campus or off-campus. Training and orienting for the off-campus locations is highly specific to the location where the individual will be working and the position. For example, a regional director like the currently posted Wamego Center Director, will be trained by coworkers in all different areas of the college because this position will oversee aspects of facilities, budget, conduct, instruction, billing, advising, enrollment, marketing, and recruitment. Mid-year faculty hires and adjunct instructors are oriented individually by the director at their location and/or by the Director of Instructional Services. The Onboarding Committee has developed a supervisor checklist which Human Resources is working on deploying electronically through our Paycom payroll/HR software [\(Appendix J\)](#).

Off-campus full-time faculty are evaluated using the same evaluation form as all full-time faculty [\(Appendix K\)](#). Adjuncts at these additional locations are observed using the same eWalkthrough tool used for all adjuncts [\(Appendix L\)](#).

As included in [Appendix C](#), when HCC switched Learning Management Systems from Moodle to Canvas in 2020, adjunct instructors were invited to the Canvas training in April. Those attendance logs show full-time faculty and adjuncts in attendance. Those marked "staff" also typically adjunct teach as well as work for the College. A few staff members attended the trainings so they would better understand Canvas in order to support faculty, adjuncts, and students. Our Director of Instructional Services also held multiple personal Zoom trainings and in-person Canvas training sessions in Atchison, Baileyville, Perry, and Wamego. Based on lessons learned from the fall semester, the Canvas Instructional Team also updated, distributed, and digitally posted an updated and more detailed Canvas Import Guide prior to spring course preparation.

## Student Support

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

Academic and support services are provided for all of our students at additional locations but how and where those are accessed depends on the location. For the four centers, hours of operation vary but someone is available between 8:30 a.m. and 4 p.m. at all locations as well as Highland during the school year. All locations have access to the HCC Library online resources and can request any books our library can access. Library staff are also available by phone or email during day, evening, and weekends. Tutoring in many general education subjects is also available via Zoom. All locations also have access to wifi internet so students can access the HCC single sign-on and therefore Canvas, Office365, MyHCC, and more from any device.

The Technical Center in Atchison has extensive facilities and the largest staff at an additional location. Staff include the Director of Technical Education, two Student Services Representatives, a Testing Coordinator, an Office Manager who assists with billing questions, Director of Nursing, Allied Health Coordinator, an IT staff member, maintenance and custodial staff, and the Director of Adult Basic Education. Admissions, advising, enrollment, financial aid, orientation, textbooks, uniforms, student employment, and administrative assistance is all provided at the Technical Center. Any technical students who attend classes at the Electrical Building or the Construction Trades Building access all student services at the Technical Center. Students in these programs are also invited to all Tech Center functions and transportation is provided. The HCC Counselor travels from Highland to Atchison as needed.

Auto Tech at Leavenworth High School is overseen by our full-time faculty member. Students are assisted in the admissions, advising, and enrollment process by Atchison Technical Center staff who travel to the school. HCC staff travels to Leavenworth to test students each spring. HCC provides all equipment but the space is managed and maintained by the Leavenworth School District.

While Atchison, Wamego, and Western Center have full-time student services positions onsite, with the size of Perry's enrollment and FTE, the part-time Director provides advising. Then the full-time Perry Office Assistant assists students with admissions, testing, placement, payments, enrollment, and textbook pickup/return. She can also connect students with Financial Aid, Billing, and the Registrar on the Highland campus.

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?

All HCC students can complete the [online application through the College's website](#) and paper applications are also available as needed. The Highland campus departments of Admissions, Financial Aid, Registrar, Bookstore, and Student Billing are open and available each day to support off-campus students by phone, email, or in-person. HCC's Director of Advising is available for assistance if an additional location advisor is not available. Transcripts are ordered online by logging into the MyHCC portal or by [printing a transcript request form](#) from the HCC website. [Disability accommodation information and requests](#) are available online. In addition to the Financial Aid Office in Highland, students may contact Student Services staff at the Wamego Center, Western Center, or Technical Center in Atchison who are trained to answer financial aid questions. Career Services is an area Highland needs to

work on. Advisors assist in this area but there is no formal career services provided on campus or off. [The job information that is currently shared with our students is provided on our website.](#)

### 3. What evidence demonstrates that student concerns are addressed?

Most student complaints initially are reported to the Director responsible for that location. All students also have access to submit complaints or concerns online through [HCC's compliment and complaint process](#).

The College seeks to resolve any and all student complaints in an appropriate and timely manner and adheres to procedures for resolving academic and non-academic concerns. Steps, timelines, and resolution processes are addressed through procedures described in the [academic catalog](#) and the [student handbook](#). The grade appeal process and all other student policies are the same for on campus and additional locations unless otherwise specified in the catalog or student handbook.

## Evaluation and Assessment

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

Extensive information about the redesign and launch of a Comprehensive Assessment Plan at Highland can be found in our [HLC Interim Monitoring Report](#). Since that report COVID-related delays have occurred in two areas: the assessment design for technical classes and the rollout of the plan to adjunct instructors at all locations.

We have come so far since March 2018 with regards to having a comprehensive, systematic assessment plan. All of our non-technical faculty including the full-time faculty at Perry and Wamego have developed General Education Division Learning Goals and course-level and Gen Ed-level benchmark assignments. They have also created Master Course Outlines for each of our System Wide Transfer courses to help maintain consistency among all course instructors and to map course competencies to Gen Ed and institutional-level learning goals.

Our technical full-time faculty adapted admirably to remote instruction in Spring 2020. However, learning to deliver technical instruction via Zoom, onboarding to Canvas, much heavier use of online content, and face-to-face classes flipping remote when cases occurred, added extreme demands on the time of faculty who are already in the classroom from 8:00 a.m. to 3 p.m. Monday through Friday with a half hour for lunch. Our adjunct instructors have other jobs taking up the majority of their time so they were also already going above and beyond to maintain academic continuity in their courses over the past year. We felt adding one more thing to their plate on top of Canvas and COVID would have resulted in failure or poor deployment. Everything that our non-technical full-time faculty are completing this year in general education academic disciplines is contributing to the progress on the non-technical side because so many forms and processes can be minimally changed to apply to the technical side.

We were supposed to launch the Technical Academic Standards Committee (mirroring the non-tech committee over course-level assessment) and the Technical Instructional Council (mirroring the non-tech committee over program/Gen Ed-level assessment) last spring but the initial meetings were canceled once COVID hit. By Fall 2021, the two technical faculty who would have led those committees left the College. Without those leaders, the training needed for all remaining technical faculty was significant and the time of the VPAA and Director of Technical Education was also additionally constrained by the challenges posed by the COVID pandemic. The VPAA presented on Technical Assessment at the January 2021 technical faculty in-service. Both of these committees successfully launched in February

2021. All technical programs have finalized program learning goals and drafted course-level and program-level benchmark assignments. Adjunct instructors will be trained on the Comprehensive Assessment Plan in late Spring or August 2021 depending on the location's in-service plans.

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?

The same measures and techniques the institution uses for the Highland campus is equivalent to those for assessment and evaluation at the additional locations. The non-technical full-time faculty at our additional locations are involved in all of the assessment activities being implemented at the Highland campus. The technical faculty at all locations are involved in the final designs of the technical assessment components of the Comprehensive Assessment Plan. Adjuncts on the Highland campus as well as all additional locations need to be trained on the new Comprehensive Assessment Plan components. Full-time faculty on the Highland campus and all additional locations are evaluated using the same evaluation tool. All adjuncts are observed using the eWalkthrough tool. All courses use the common course syllabi which are reviewed and approved by HCC's Curriculum & Instruction Committee.

## Continuous Improvement

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

As part of the redesigned Comprehensive Assessment Plan, HCC is in the process of setting some internal benchmarks that have not previously existed. Internally, the college-wide HCC Climate Survey is also administered every other year which helps identify areas for improvement. The College uses national survey data for external comparison including the National Community College Benchmarking Project (NCCBP), Community College Survey of Student Engagement (CCSSE), and the Noel Levitz College Employee Satisfaction Survey (CESS) which all include data from all locations. The Noel Levitz Student Satisfaction Survey is also given to students taking the College Success class at additional locations but the majority of responses come from the Highland campus. The Vice President for Student Services has also held student forums at Wamego and Perry.

The latest HCC Strategic Plan is currently being finalized. Now as in the past, HLC feedback, Kansas Board of Regents or federal regulation changes and initiatives, and areas to improve from the HCC Climate Survey and CESS contribute items to our plan. Representatives from the Highland campus and additional locations are on the Strategic Planning Council.

## Marketing and Recruiting Information

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

As mentioned above, the Director of Marketing oversees all publications and communication from the College. The Media Production Manager designs any publications. The HCC website communicates admissions policies and procedures and is updated more frequently than any other information. The HCC Catalog is updated bi-annually to reflect course changes and admissions requirements. Brochures are updated annually to reflect changes in [cost and scholarship areas](#), as well as technical program requirements ([Appendix M](#)). Annually, the Board determines cost of tuition, fees, room and board for the College. This is reflected in the board minutes. Information is updated annually to reflect current cost,

housing, and financial aid information. Students can use the [semester expense worksheet](#) on our website to estimate costs.

HCC directs students to an electronic application, though a paper form is still available. When an application is received, the file is centrally processed by the Student Services Assistant in Highland. Once approved, each location's application processor goes into the application system and begins correspondence with the students. All locations have access and training in Delivera for communication. The Technical Center in Atchison primarily uses Rave text alerts by program to communicate information. Social media accounts are maintained by each location so hyperlocal information can be communicated to students and patrons of that additional location. Information is also communicated during Visit Days and on Registration Days ([Appendix N](#)).