



July 17, 2013

Mr. Leo Morton
Chancellor
University of Missouri-Kansas City
5100 Rockhill Rd.
Kansas City, MO 64110

Dear Chancellor Morton:

This letter is accompanied by a copy of the Multi-Location Visit Report completed following Dr. Donald Johns' visit to University of Missouri-Kansas City. The pattern of operations at the locations visited appears to be adequate and no further review or monitoring is necessary.

Within the Multi-Location Visit Report, you will find brief comments on instructional oversight, academic services, adequacy of assessment of student performance, student services, facilities, and marketing and recruitment information. I encourage you to consider these comments as advice and suggestions for continued improvement of the additional locations.

Thank you again for your flexibility and hospitality in arranging the Multi-Location Visit, which fulfill federal regulations related to multiple off campus locations. 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 its report, please feel free to contact me.

Sincerely,

Patricia Newton-Curran
Director of Accreditation Operations
email: pnewton@hlcommission.org
phone: 800.621.7440 ext. 146

Enclosure

Multi-Location Visit Report

Institution:	University of Missouri—Kansas City
Ad. Location #1:	UMKC School of Pharmacy at MU; 805 Lewis Hall, University of Missouri, Columbia, MO 65211-4530
Ad. Location #2:	Joplin, MO Location—MSSU; 3950 E. Newman Road, Joplin, MO 64801-1512
Ad. Location #3:	
	(please include Additional Locations Name, Street, Town, State, Zip Code)
Date Reviewed:	Columbia: 5/3/2013; Joplin: 6/6/2013
Evaluator Name, Institution, & Title:	Donald A. Johns, Professor and Associate Dean for Undergraduate Studies, School of Theology and Church Ministries, Evangel University

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

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

Judgment of reviewer. Check appropriate box: adequate attention needed

Comments: UMKC's additional locations visited were both on the campus of another state university. The additional location programs use a blend of face-to-face and electronically delivered synchronous distance education, with asynchronous delivery as a backup. Classrooms used for the programs at the main UMKC campus and at the additional location are equipped with interactive TV as well as digital presentation equipment.

In the Pharm. D. program, for example, some courses originate in Kansas City, and others (not as many) originate from Columbia. If the course originates in KC, the Columbia students are distance students. If the course originates in Columbia, the KC students are distance students. The Pharm. D. program is a single program, delivered to both the KC main campus and the Columbia additional location.

The Cooperative MSN-FNP program is oriented more toward the Joplin site being distance education, although there are often faculty or TAs in an ITV classroom to answer questions locally, and a few classes, like the suturing lab, are taught live on site. The program is cooperative in that a Joplin student may be enrolled in some classes delivered by UMKC via

ITV, and in others delivered by MSSU. Completed courses are transcribed by both institutions, and the degree is issued in the name of both; UMKC, however, is the lead institution, and the curriculum is UMKC's.

ITV lectures are recorded within the ITV delivery system, and are available for playback later in case of transmission or reception issues, inclement weather at the other campus, or simply for review of the material.

The MS in Dental Hygiene Education is different in that it is primarily delivered in an online mode to the student's own computer, no matter where the student is physically located. While UMKC enrolls students in the program around the country, the Joplin additional location is unique in that any student enrolling through the location must have some prior connection with MSSU. The program is intentionally small, admitting only 6 students per year; to date, only one has been admitted through MSSU.

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:

Planning for growth and maintenance: Of the programs evaluated, the only one that is intended to grow is the Pharm. D. Plans for that growth are through more additional locations, not by increasing the size of the program at either the Kansas City main campus or at the Columbia additional location. The university is following a specific strategy in this regard to bring Pharm. D. education to other parts of the state where it is needed, with the hopes that many of the students will end up practicing in more rural areas. Discussions with faculty and administration confirmed materials in the report, that the planning process has begun to expand the program to Springfield, Missouri (note that applying for HLC approval is part of UMKC's planned process). The planning for the expansion began at least 4 years ago; a letter of intent between the two universities was signed in the fall of 2009, and a memo of understanding was signed in the fall of 2011.

The MSN-FPN degree program is an example of planning in the closure phase of an additional location (though the location is not being closed, since the MS in Dental Hygiene Education will continue to be offered). UMKC is following the trend in nurse practitioner degrees in moving to the DNP degree following the BSN, rather than having an intervening MSN degree. Thus, the cooperative MSN-FNP at the Joplin location is being phased out, and no new students are being enrolled. UMKC is ensuring that all current students are being offered the classes they need in order to graduate with their cohort. The final MSN-FNP graduation will be in December, 2014.

Information presented to students: The two larger programs evaluated at the additional locations visited are mostly identical to the offering at the main UMKC campus. Thus, information about the program academics at the additional locations is identical to information given at the main campus.

Effective financial Planning and budgeting:

UMKC follows a "responsibility centered management" budgeting model in which state allocation share and tuition for programs are credited to the program departments, which then

are charged for expenses along with a charge-back for university-supplied services and facilities. Using this method, the Columbia site, for example, has a net revenue over expenses, although the method also allows for prorating KC-based expenses attributable to the site. In the planning for a Pharm. D. program additional location in Springfield, MO, UMKC has waited until sufficient funding was appropriated by the state legislature to open the site such that the resources and the quality of instruction was commensurate with the main campus and the Columbia site.

In the case of the Joplin additional location, the MSN program is made possible not only by tuition but by an ongoing grant from the state legislature.

Facilities. What evidence demonstrates that the facilities at the additional locations meet the needs of the students and the curriculum? Consider, in particular, classrooms and laboratories (size, maintenance, temperature, etc.); faculty and administrative offices (site, visibility, privacy for meetings, etc.); parking or access to public transit; bookstore or text purchasing services; security; handicapped access; and other (food or snack services, study and meeting areas, etc.)

Judgment of reviewer. Check appropriate box: adequate attention needed

Comments:

The professional accrediting associations for pharmacy and nursing are quite specific in the types and quality of facilities and equipment needed for instruction. Both UMKC programs continue in accreditation respectively from these two accrediting bodies, the Accreditation Council for Pharmacy Education (ACPE), and the Commission on Collegiate Nursing Education (CCNE). At both locations, the facilities for didactic (or classroom) instruction were more than adequate. The technology supporting the didactic instruction at a distance worked well at both locations, and students confirmed that the backup recording of the sessions takes care of those infrequent times when the digital delivery of instruction is interrupted.

The two “lab” rooms available to the program at MSSU were excellent. One was a teaching-examination room containing a half-dozen or so examining tables with privacy curtains and full equipment like could be found in a hospital or examination room. The other was a single examination room used for recording and assessing student performance on diagnostic examinations using “actors” coached in giving symptoms. It duplicates what would be found in a typical doctor’s/NP’s examination room. A three-camera observation system supports the observation and assessment procedure.

At the Columbia site, the Pharm. D. courses have access to a chemistry lab for courses needing lab facilities, and the program has rental access to the excellent MU simulation lab. The ACPE has a section in its standards concerning facilities and resources for any site delivering a Pharm. D. program; UMKC designed the agreement with MU for the additional location with those standards in mind, and the resulting program meets them.

On both campuses, program faculty/staff offices were in the same areas as the faculty in the similar academic areas of the host institution, which students confirmed makes for easy access to them. Since these additional locations are hosted by other universities within the state system, there are ample services and facilities to meet the needs of students in these programs.

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:

For the majority of courses in the two larger programs, instruction delivered at the additional location is identical to instruction at the main campus because of the synchronous distance nature of the delivery modality. All assignments and exams are identical, as well. For this type of instruction, effective oversight is inherent in the delivery method.

Interviews with faculty of all three programs confirmed that the curriculum delivered is UMKC's. Generally, when courses in the programs are taught by host-institution teachers, those teachers also hold UMKC adjunct faculty status. Each course has a course master, a UMKC faculty member on the main campus who designs the course, including objectives, content, and assessment instruments. In cases where host-institution courses are designated as part of one of the programs, an articulation agreement between UMKC and the host institution governs the arrangement.

Administrators and faculty from the main campus are often at the additional location. For example, either the dean or associate dean for the Pharm. D. program are at the Columbia site an average of once per week.

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:

The limited cohort size for the programs is an essential aspect UMKC's response to the issue of adequate staffing and support. The number of UMKC faculty and staff on-site depends on the type of program available at the location and the cohort size allowed at the location. The same plan is in place for hiring faculty at the additional location as at the main campus. In the case of the MSN and the Pharm. D., the specialized accreditors have guidelines on the faculty:student ratio to ensure sufficient faculty to make quality instruction possible. The University of Missouri system requires regular review of faculty; all faculty undergo management by objectives review every year, and all faculty are evaluated by the Promotion and Tenure committee, more frequently for nontenured faculty, less frequently for tenured. Finally, all faculty at all locations participate in new-hire orientation to both UMKC and to the appropriate school. UMKC faculty at the Columbia site are granted MU adjunct faculty status and have MU orientation sessions to acquaint them with MU and the resources available to them.

Clinical education is an important aspect of the two larger programs; a significant factor is the use of "preceptors," practitioners who bring students into their practice for supervised clinical experience; many preceptors undertake this responsibility on a nonpaid basis as a service to the future of their profession. Preceptor sites are evaluated for every rotation and are visited by UMKC faculty or administrators at least every other year. Preceptors receive orientation and training to "calibrate" expectations for student learning and performance.

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:

Although there are some differences in this regard between the two locations visited, students at the additional location are treated as enrolled both at UMKC and at the host institution. Thus, as students confirmed, they have access to the resources of both UMKC and of the host institution, including computer labs, library services, campus activities, and so on. Academic advising is handled by the program faculty, but the cohort nature of the two larger programs means that there are less advising needs than in many other types of programs. In reality, students at the additional locations have access to more of these support services than students on the main campus, since the resources of both UMKC and of the host institution are available to them.

The financial services area for the Joplin cooperative MSN program are a little more complex, since the program requires students to actually enroll for most classes through UMKC but to enroll for a few classes through MSSU. Since financial aid must come through only one institution, the agreement specifies MSSU as that institution. Program faculty and administration are aware that the different schedules for financial aid release and payment due dates can cause problems for the students needing to make payments to UMKC. The process was the greatest point of student dissatisfaction found on the visits to the two locations; several felt that the coordination between the MSSU financial-aid office and the UMKC billing or A/R office was not as helpful as they would have liked. (The other was disappointment that the UMKC Kansas-City-area in-state tuition policy for close-in, out-of-state students had not been applied to the Joplin-area close-in, out-of-state students.) Still, the interviews confirmed that the two institutions are aware of the problem, and that the students have been able to get their financial aid.

Students reported that faculty in Kansas City were readily available by email, phone, or Skype.

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:

At the Columbia site, faculty and students interviewed confirmed that the program at the additional location is not merely “just the same as” the program at the UMKC campus, it is in realty the same program, delivered to the additional location. At the Joplin site, the nature of the cooperative program means that a few MSSU-delivered courses will be incorporated into the program. Still, most courses will be taught from the UMKC main campus. So, for the majority of both programs, any given didactic course has students both at the main campus and at the additional location. Thus, all assessment of students’ academic performance all evaluation of courses by students are identical to what is done on the main campus. Where possible, UMKC

does separate the results at the additional location, so that analytics can differentiate results by location to ensure quality at the additional location (and at the main campus, as well).

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:

UMKC has an extensive assessment of programs at the two additional locations, including student evaluations and assessment of learning outcomes. UMKC believes that for the Pharm.D. program, the completion rate for the degree (90%) and the first-attempt pass rate for the NAPLEX license exam (95%) are among the best evidence of high program quality, as is its graduates' 100% employment rate for those seeking employment (including placement in residencies). Continuous improvement of instruction is also in evidence by the use of faculty development seminars, which are well-attended; six were scheduled during the 2012-13 academic year in the pharmacy program.

One significant recent improvement in the program resulting from assessment and evaluation is that all *main* campus students were bused to Columbia in the spring semester of 2013 for performance-based assessment in the MU simulation lab, where they will be working with nursing students during the simulation, for added experience in working on a multidisciplinary team.

The MS in Dental Hygiene Education is in the final stages of a program revision based on assessment data; revisions are expected to be in place for the cohort entering the program in the fall of 2013.

At the Joplin site, the MSN program has a 98% pass rate for the licensing exam, and a 100% employment rate, evidence that the program quality is high. While the licensing exam provides independent direct data on specific learning objectives, UMKC also collects program feedback data from current students, graduating students, employers, and alumni.

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:

UMKC follows a policy in which the materials giving policies and procedures are used both for promotion on the website and also for program administration. Thus, there is complete correspondence between preenrollment information the student receives and what the student experiences in the program. Interviews with students at both sites confirmed that the information they received was accurate. As a matter of fact, students in the Pharm.D. program reported that the integrity of the information they had received prior to enrolling was better than they expected.

SUMMARY RECOMMENDATION

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

- Overall, the pattern of this institution's operations at its additional locations appears to be adequate, and no further review or monitoring by the Higher Learning Commission is necessary.
 - Overall, the pattern of this institution's operations at its additional locations needs some attention as defined in this report. The institution can be expected to follow up on these matters without monitoring by the Higher Learning Commission. The next scheduled comprehensive review can serve to document that the matters identified have been addressed. **[Identify specific areas needing organizational attention.]**
 - The overall pattern of this institution's operations at its additional locations is inadequate and requires Commission attention. **[Identify the specific concerns and provide a recommendation for Commission follow-up monitoring.]**
-

In sum, UMKC approaches additional locations with research, extensive planning, a sound financial process, and a delivery system that ensures quality of instruction and of assessment of student learning at those locations. Students and faculty have access to the support services that they need, and UMKC has shown integrity and transparency in the information it provides to prospective and students and the public.