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1) General Provisions

a) Purpose

A PEAKS Private Student Loan is a Loan designed to meet the higher education financing needs of U.S. citizens or eligible noncitizens enrolled in associate, undergraduate or graduate programs of study, who are attending a school ("ITT ESI School") owned and operated by ITT Educational Services, Inc. ("School").

Unless otherwise noted, Access Group will be responsible for executing the loan origination (Origination Agent) functions contained in these Program Guidelines. The Access Group will be entitled to assume the accuracy of all information provided by the Program Applicant, the Clearinghouse, the credit bureau and the School (including representatives of an ITT ESI School). Unless otherwise noted, and on and after the effective date of the Agreement for Servicing Private Student Loans as executed by First Associates Loan Servicing, LLC and others, First Associates (Servicer) will be responsible for the loan servicing functions contained in these Program Guidelines. First Associates will be entitled to assume the accuracy of all information provided to it by Access Group, the Program Applicant, the Clearinghouse, the credit bureau and the School.

b) Applicability of Program Guidelines

These Program Guidelines apply to Loans made under the PEAKS Private Student Loan Program applied for on or after February 12, 2010 and prior to 7/1/2011, with the first disbursement occurring no later than 7/31/2011. A new Interest Rate Margin is in effect for applications initiated on or after February 8th, 2011. Please see section 8 Terms and Conditions of Loans for specific details.

c) Forms

In the Approval of Documents and Procedures Pursuant to Private Education Loan Origination and Sale Agreement dated February 11, 2010 the Originating Lender has approved the forms attached thereto as exhibits B through G. The Origination Agent may use other or additional forms as necessary or appropriate in connection with its collection, review and disposition of application data, and may make revisions to the attached forms that do not affect compliance with consumer protection law.

2) Definitions (Defined Terms)

See Addendum B for a list of defined terms. Capitalized terms not defined in these Program Guidelines will have the meanings assigned in other applicable documents, such as the Private Education Loan Origination and Sale Agreement (the "Origination Agreement") or the Application and Loan Agreement. Any conflict between these terms will be governed by the respective Agreement.

3) Borrower and School Eligibility Requirements

a) PEAKS Private Student Loan Borrower Eligibility

In order to borrow a Loan, a Borrower must be eligible under the following Program underwriting guidelines established by the Originating Lender:

- i) ITT ESI Schools will certify in the Loan Certification process that the School has received an Institutional Student Information Report from the U.S. Department of Education for each Borrower.

- ii) Borrower must be enrolled or accepted for enrollment at least half-time (based on ITT ESI School criteria) at, or have graduated from, an ITT ESI School, as certified by the ITT ESI School. If the Borrower is accepted for enrollment, the applicable academic period must begin no later than 120 days after the Application date, based upon the school certification. If the Borrower has graduated, the graduation date must be no earlier than 120 days prior to the Application date. Former ITT ESI School students who did not graduate (e.g., dropped out of school) are not eligible for the PEAKS Loan. The applicable ITT ESI School will be responsible for determining this eligibility and will confirm through the loan certification process.
- iii) Borrower must have completed by the Application date a minimum of 20 quarter credit hours (or the equivalent) of credit for college level courses. ITT ESI Schools will be responsible for determining this eligibility and will confirm through the Loan certification process.
- iv) Borrower must be at least the following age, based on the Borrower's current address as set forth in the Loan Application:
- | | |
|------------------------------|----|
| (1) Alabama | 19 |
| (2) Nebraska | 19 |
| (3) Puerto Rico | 21 |
| (4) All Other U.S. Locations | 18 |
- v) Borrower must electronically execute the Application and Loan Agreement for the Program.
- vi) Borrower must have a U.S. address and possess a U.S. Social Security number.
- vii) Borrowers must successfully meet OFAC (Office of Foreign Asset Control) screening requirements. Access Group will perform the name verification check that is outlined in the OFAC procedure in Addendum C.
- viii) Borrower must meet the Borrower credit criteria (detailed in section 6 of this document) of the Program.
- b) PEAKS Private Student Loan School Eligibility
- All Title IV eligible ITT ESI Schools located in the United States and its territories are eligible to participate in the PEAKS Private Student Loan Program.

4) Loan Period

Individual Program Applicants may request funds for prior and current Loan Periods at the same time. In these situations a single Application and, if approved, a single Loan will be made. In the event that the proceeds of a Loan will be utilized to refinance amounts due with respect to a prior academic year or portion thereof and a current or upcoming academic year or portion thereof, the "Enrollment Period" field on the Loan Application and the "Loan Period" field on the School Certification should be completed with the current or upcoming academic year or portion thereof.

5) Application Overview

This section contains an overview of the loan process. Further detail is found in subsequent sections of this document. Any changes to the following forms, or the method or timing of their completion, must be approved by the Originating Lender prior to implementation:

- Application
- Loan Agreement
- School Certification
- Truth In Lending Disclosure Statements
- Adverse Action Letters

The Truth-in-Lending Disclosure Statements consist of 1) the disclosure statement provided with the Application (the Application and Solicitation Disclosure Statement), 2) the disclosure statement provided with the notice of loan approval (the Approval Disclosure Statement) and 3) the disclosure statement provided after the Borrower accepts the Loan (the Final Disclosure Statement).

The Application process will be hosted on the Access Group Loan Servicing Web site. Program Applicants will submit completed Applications to the Originating Lender using the Access Group Web site and will sign the Application and Loan Agreement electronically. Access Group will provide Program Applicants the Application and Solicitation Disclosure Statement as part of the electronic application process. A paper application process is not contemplated. All documentation that is sent to Program Applicants after receipt of the Application and Loan Agreement will be sent by Access Group to the Program Applicants by mail or electronically to the extent permitted by law.

Access Group will provide a self-certification form to the Program Applicant during the application session. Access Group will populate the self-certification form with information that the Program Applicant has provided in the loan application. Access Group will review the self-certification form to ensure that the Program Applicant has electronically signed the form before permitting the Program Applicant to continue with the application process.

Access Group on behalf of the Originating Lender will attempt to obtain a credit report for all Program applicants and underwrite the loan application. The credit report, or the notification from the credit bureau that a credit report does not exist, will be maintained in the Application file.

Each Program Applicant will be notified of the credit decision within 30 days of Access Group's receipt of the application. Program Applicants who do not meet the credit criteria described in Section 6, below, will receive a mailed adverse action notice. Program Applicants who meet the credit criteria (Borrowers) will receive notice of credit approval. Program Applicants who have not left their online session will be notified online that their applications have been approved. Access Group will send 1) Program Applicants who have left their online session before being notified of approval, or 2) Program Applicants who could not be approved during their online session, but are approved after their online session has concluded, an email directing them to return to the Access Group Loan Servicing Website to view their Approval Disclosures.

Program Applicants who have not completed their applications within 30 days of credit review will receive an adverse action letter notifying the Program Applicant of the incomplete status. The letter will indicate that the Application will be denied for incompleteness if the required information is not provided within 120 days of the date Access Group completed the credit review process. Borrowers who have received emails directing them to return to the Access Group Loan Servicing Web site to view their Approval Disclosures, but have not done so within 30 days, will also receive an adverse action letter notifying them of the incomplete status of their Applications.

A FICO credit score for each applicant will be requested; the credit score will be maintained as part of the application file and used to assign each application a pricing tier.

The Approval Disclosure Statement will be populated with an offer acceptance date that is 36 calendar days from the date of the credit decision. For purposes of the Approval Disclosure Statement, Borrowers will have until this date to accept the loan offer described in the Approval Disclosure Statement. However, Access Group's practice will be to allow the Borrower to accept the loan offer for 120 days from the date of the credit decision. Approved Borrowers may accept the loan offer by following the instructions provided on the Access Group Loan Servicing Web site.

Access Group will not make any changes to the loan terms summarized in the Approval Disclosure Statement other than those permitted by the Truth-in-Lending Act. Access Group may reduce the loan amount approved based on information received from the Borrower or the ITT ESI School that indicates that the Borrower's actual or certified financial need has declined. Access Group will not prepare and send a new Approval Disclosure Statement in that situation.

After Access Group has received the Borrower's acceptance of the loan offer, Access Group will prepare and mail a Final Disclosure Statement to the borrower. Borrowers will have three (3) business days from receipt of the Final Disclosure Statement to cancel the loan. Access Group will deem the Final Disclosure Statement to be received by the Borrower three (3) business days after mailing. The Borrower can cancel the loan by either calling or emailing Access Group as directed in the Final Disclosure Statement.

All Truth in Lending Disclosure Statement required fields will be calculated using methods approved by the Originating Lender. The Originating Lender's Privacy policy, attached as Addendum E, will be mailed to Borrowers with the Final Disclosure Statement.

The Originating Lender will disburse Loan proceeds in accordance with the Origination Agreement. Once disbursed, the Loan will be transferred to a loan servicing system and Borrower documentation will be maintained as provided in these guidelines.

6) Borrower Credit Criteria

Program Applicants must either

- a) Meet the following credit criteria, based upon information contained in the credit report:
 - i. No filed bankruptcy, discharged bankruptcy or foreclosure within 24 months before the Loan Application date, and
 - ii. No judgments, charge-offs, collections, liens, or repossessions in an aggregate amount of more than \$2,500.00 excluding medical related accounts, within 24 months before the Loan Application date, and
 - iii. No record of a student loan default, unless the default has been paid in full.or
- b) Have been extended credit through the School "Temporary Credit" Program and have not had a filed or discharged bankruptcy within the 24 months preceding the Loan Application date, based upon information contained in the credit report.
 - i. School will provide a file identifying all Temporary Credit recipients.
 - ii. Access Group will use this information to review all applications that would otherwise be denied for any denial reason, except for bankruptcy, outlined by section a) above within 5 Business Days.or
- c) Have no credit history with the credit bureau.

An approved credit decision expires if the Loan is not first funded within 120 days from the date the credit decision was made. If the Loan isn't funded within 120 days, Access Group will send an adverse action notification to the Program Applicant. If the Program Applicant desires to complete the loan, a new Application must be created.

7) Credit Decision Appeals

The Program Applicant may appeal a denied credit decision through written correspondence, according to the Reconsideration Policy and Procedures attached as Addendum D.

8) Terms and Conditions of Loans

Table of PEAKS Private Student Loan Borrower Pricing Tiers

Pricing for each loan is based on the Borrower's FICO score*:

Tier	AGI Tier Code	FICO Score	Interest Rate Margin	Origination Fee
1	600	790+	+1.5%	0%
2	601	720-789	+2.5%	2%
3	602	680-719	+5%	3%
4	603	650-679	+7%	5%
5	604	600-649	+8%	7%
6	605	No credit score	+9%	8%
7	606	599 and below	+11.5%	10%

For applications initiated on or after February 8th, 2011 the below increased margins will come into effect.

Tier	AGI Tier Code	FICO Score	Interest Rate Margin	Origination Fee
1	607	790+	+2.5%	0%
2	608	720-789	+3.5%	2%
3	609	680-719	+6%	3%
4	610	650-679	+8%	5%
5	611	600-649	+9%	7%
6	612	No credit score	+10%	8%
7	613	599 and below	+12.5%	10%

* Eligible Borrowers with an Experian/Fair Isaac Score Code of 9002 or 9003 will be priced as if part of tier 6 ("no credit score")

Interest Rate – Refer to Section 13.

Origination Fee – An Origination Fee will be added to a Loan at disbursement. This fee will be non-refundable except in cases of certain loan cancellation or refunds as described in Section 12. The applicable Origination Fee will be calculated on the Disbursed Amount and capitalized.

9) Loan Limits**Borrower Loan Limits**

- i) The minimum amount for each Loan is one thousand dollars (\$1,000.00).

- ii) The maximum annual Loan amount is equal to the cost of attendance less financial aid for the applicable Loan Period(s) as certified by each ITT ESI School.
- iii) No aggregate or annual maximum limits will be enforced by the Access Group.
- iv) Aggregate limits are set by degree level and are enforced by each ITT ESI School.
 - (1) Associate degree programs: \$35,000
 - (2) Bachelors degree programs: \$60,000
 - (3) Graduate degree programs: \$25,000
 - (4) Maximum undergraduate (associate and bachelor degree programs combined) : \$60,000
 - (5) Maximum total of all programs : \$85,000

The Origination Fee is not included in determination of the minimum and maximum loan limits.

10) School Certification

The PEAKS Loan requires School Certification. This School Certification must be provided by financial aid personnel at the applicable ITT ESI School or the School, using the Access Group web certification tool.

11) Funds Disbursement

Access Group will direct the Originating Lender to send Disbursement amounts to the School or for the account of the School via direct electronic funds transfer as provided in the Origination Agreement.

School will credit student accounts for the Disbursed Amount (which excludes the Origination Fee).

Disbursements will be scheduled in accordance with each ITT ESI School certification. Each Loan can have a maximum of four (4) disbursements. The ITT ESI School will choose the dates and disbursement amounts that best fit its needs and complies with applicable state law, as long as the first disbursement will occur at least nine (9) days after the School has certified the Loan.

If a disbursement is requested for a day on which Access Group or the Originating Lender is closed, the next available disbursement date will be used.

Access Group will determine which loans will be postponed in the event daily Disbursement volume exceeds the daily Reserve Fund balance as required by the Origination Agreement. A postponed loan Disbursement priority will be set based upon the date of the certification by the ITT ESI School (First In First Out priority). Any individual Disbursement that is postponed must be postponed in its entirety, and will not be partially disbursed.

12) Return of Loan Proceeds

The "Gross Refund Amount" of a Loan as used in these Guidelines means the portion of the Disbursed Amount on a Loan that is being credited to the Borrower's Loan account in accordance with this Section. This section only applies to refunds and cancellations received from the ITT ESI School or the School. If funds are received from the Borrower directly, those funds will be processed as a pre-payment on the Borrower's Loan and Origination Fees and accrued interest will not be refunded or waived.

If a cancellation or refund on a Loan is to be made after the Loan has been sold to the Trust by the

Originating Lender:

- The School will remit 72% of the Gross Refund Amount to First Associates, and will communicate to First Associates what the Gross Refund Amount with respect to that Loan is;
- First Associates will credit the Borrower's Loan account with 100% of the Gross Refund Amount;
- First Associates will remit the 72% of the Gross Refund Amount that it received from the School to the Trust; and
- The Trust will credit the subordinated note held by the School with an amount equal to 28% of the Gross Refund Amount.

If a cancellation or refund on a Loan is to be made before the Loan is sold by the Originating Lender to the Trust, or after the Loan has been sold to the Access Group:

- The School will remit 72% of the Gross Refund Amount to First Associates, and will communicate to First Associates what the Gross Refund Amount with respect to that Loan is;
- First Associates will credit the Borrower's Loan account with 100% of the Gross Refund Amount;
- First Associates will request an amount equal to 28% of the Gross Refund Amount from the Trust;
- The Trust will remit an amount equal to 28% of the Gross Refund Amount to First Associates on behalf of the School, and will credit the subordinated note held by the School with an amount equal to 28% of the Gross Refund Amount; and
- First Associates will remit 100% of the Gross Refund Amount to the Originating Lender, unless the loan has been sold to Access Group in which case First Associates will remit 100% of the Gross Refund Amount to Access Group.

In all events, if First Associates receives a check or electronic funds transfer from the School and/or an account of the School related to a cancellation or refund of a Loan:

- If the cancellation or refund proceeds are received within 60 days of the Disbursement date:
 - If the Gross Refund Amount equals the Disbursed Amount, then related fees and interest will be waived by the Originating Lender and credited in full to the Borrower's account; and
 - If the Gross Refund Amount is less than the Disbursed Amount, then the related fees and interest will be waived by the Originating Lender and credited on a pro-rata basis to the Borrower's account.
- If the cancellation or refund proceeds are received later than the 60th day after the Disbursement date, then no fees or interest will be waived or credited to the Borrower's account.

In all events, First Associates will communicate all cancellation information to the appropriate parties including the Administrator. The Originating Lender will calculate the adjustments to the fee remittance required by the Origination Agreement. Premiums and Fees on any canceled or refunded Loan will be refunded as provided in the Origination Agreement.

13) Interest Rate

- a) Accrual – Interest will accrue at the Variable Rate (as defined below) on the principal amount of each Loan outstanding.
- b) Interest will be calculated on a daily simple interest basis, according to the outstanding principal balance each day of the term of the Loan. The daily interest rate will be equal to the annual interest rate in effect on that day, divided by 365.25 days and will not vary for leap years.
- c) Variable Rate – The Variable Rate will be equal to the “Index” (defined below), rounded up to the nearest one-eighth of one percent (0.125%) plus a Margin assigned to the Loan based on the borrower’s FICO credit score as described in Section 8 up to a maximum of 25%.
- d) The Variable Rate may change, effective on the first day of any month, if the Index changes. The “Index” for any month is the U.S. Prime Rate, as published by *The Wall Street Journal* on the seventeenth (17th) day of the immediately preceding month, or if *The Wall Street Journal* is not published on the seventeenth (17th) day of the immediately preceding month, then the next day on which it is published. If *The Wall Street Journal* is no longer published, the loan holder will find an alternate source for the Index. If the Index is no longer available, the loan holder will choose a comparable Index.
- e) Changes in the Variable Rate will be communicated to the Borrower consistent with federal and state regulatory requirements.
- f) The Servicemembers Civil Relief Act (The Act) requires consumer lenders to reduce the interest rate to 6% on any Loan to a Borrower who is called to Active Duty if the Loan was disbursed prior to the Borrower being called to Active Duty. In order for the Borrower to be eligible, the Servicer must receive proof of military mobilization or a call to active duty (i.e.: a copy of his/her military orders) with a beginning date after the date of the first Disbursement of the Loan. If no end date to the Active Duty is provided in the documentation, the military website will be queried on a quarterly basis to determine if the Borrower is still on Active Duty. The reduced interest rate will end when the Borrower is no longer on Active Duty.

LOAN SERVICING**14) Loan File Documentation**

The following documents will comprise the Loan File. These may be electronic or imaged paper documents.

- a) The fully-completed Application and Loan Agreement, dated and electronically signed by the Borrower.
- b) The consumer reporting agency record on the Borrower, if any, obtained in the loan application process and any updated consumer reporting agency records.
- c) Evidence of communicating application underwriting decision to Program applicant.
- d) If applicable, documentary evidence that an exception was made in accordance with these Program Guidelines.
- e) ITT ESI School Certification (which is also used for verification of enrollment).

- f) Evidence of disbursement activity.
- g) The Regulation Z Approval Disclosure Statement and Final Disclosure Statement.
- h) The Loan history, maintained by the Servicer in its normal course of business, of payments made on the Loan.
- i) The documentary evidence of the Servicer's efforts to affect a cure of any delinquency or default and to collect the Loan.
- j) Material customer correspondence.

First Associates and Access Group will each maintain the loan file documentation according to its record retention schedule.

15) Capitalization of Interest

Accrued and unpaid interest will be added to the principal balance (capitalized) on the first day of each month during the Interim Period, during any period of Forbearance, excluding Administrative Forbearance and during the Modified Graduated Repayment Schedule (MGRS).

Any remaining accrued unpaid interest will be capitalized at the end of the Forbearance period, excluding Administrative Forbearance and also at the end of each step of MGRS as described in Section 16 (h) (i)-(iv)

16) Repayment Terms

From a processing perspective, Interim Period is the in-school period plus the grace period.

- (a) The Interim Period begins on the date of the first disbursement of the Borrower's first PEAKS Private Student Loan, continues while the Borrower is continuously enrolled at an ITT ESI School on at least a half-time basis, based on the ITT ESI School criteria ("In School Status"), and ends on the earliest of:
 - i) the date that is six months (grace period) after the Borrower graduates, unless the Borrower enrolls in another program at an ITT ESI School at least half-time; or
 - ii) the date that is three months (grace period) after the Borrower ceases to be enrolled at least half-time for any reason other than graduation unless the Borrower enrolls in another program at an ITT ESI School at least half-time; or
 - iii) the date that is 48 months after the first disbursement of the Borrower's **first** PEAKS Private Student Loan.

Any payments received from the Borrower during the Interim Period will be applied first to the accrued interest and then principal.

- (b) Entry into Repayment

If a Borrower has not yet exhausted the Interim Period for one or more PEAKS Private Student Loans and subsequently re-enrolls in an ITT ESI School on at least a half-time basis, whether or not the Borrower obtains another PEAKS Loan, the Borrower will return to an in-school status and all of the Borrower's Loans will enter Repayment together at the earliest of the Interim Period end dates outlined in section 16(a).

- i) In order to continue in an In-School status, the enrollment of the Borrower on at least a half-time basis must be confirmed by the Servicer through the Clearinghouse or the Borrower must provide evidence of enrollment during the academic period in the form of a letter or other documentation from an appropriate official of the ITT ESI School.

- ii) Once a Borrower has exhausted the Interim Period, the following conditions apply:
- PEAKS Borrowers who transfer to *another ITT ESI School* within 48 months from the date of the first disbursement of their first PEAKS Loan will be eligible for an in-school forbearance on all of their PEAKS Private Student Loans as described in Section 18.c.
 - PEAKS Borrowers who transfer to *an institution other than an ITT ESI School* are not eligible for an in-school forbearance on their PEAKS Private Student Loans. Their Loans must remain in Repayment Status.

First Associates is responsible for monitoring the Clearinghouse and updating all Borrower enrollment status information to ensure it correctly applies all Interim Periods and In School Forbearance periods. Such monitoring will be conducted on at least a monthly basis and updates applied as applicable.

The following additional repayment terms apply to the PEAKS Loan.

- (a) Once the loan enters into Repayment Status, the repayment term is up to 10 years (120 months) which will be extended by any periods of Forbearance.
- (b) The combined monthly payment on all of a Borrower's PEAKS Loans will be at least \$50 each month or the unpaid balance, whichever is less.
- (c) Payments must be made in U.S. dollars drawn on a U.S. bank.
- (d) No penalty for prepayment
- (e) The Servicer may collect a late charge of \$10.00, for any part of any installment payment, other than late charges assessed on a prior monthly payment, which is not paid in full within fifteen days after the payment due date.
- (f) Any amount paid in excess of the monthly payment amount will be applied to future payments unless the Borrower specifically requests the excess amount be applied to the principal balance. The due date will be automatically advanced. If the amount paid in excess is not a multiple of the monthly payment, the next monthly payment will remain due at a lesser amount, reduced by the excess amount paid, on the following month's due date. Borrower requests to have excess payments applied to the principal balance will be granted by the Servicer.
- (g) Standard Repayment

"Easy Pay Equal" Repayment plan – the standard repayment plan, requires monthly payments of both principal and interest. This amount is recalculated quarterly to determine whether the payment amount should increase or decrease based on interest rate changes, lump sum payments, periods of Forbearance, capitalization of interest, etc. to ensure the Loan is repaid within the remaining Repayment period. If the monthly installment payment amount is recalculated and the recalculated payment amount would differ by less than 2.0% from the monthly installment payment last in effect, the repayment amount will remain unchanged.
- (h) The other repayment schedule, available upon the approval of the servicer on behalf of the loan holder, is:

Modified Graduated Repayment Schedule (MGRS) - With this repayment plan, the Borrower will:

- i. Pay 50% of the standard monthly payment for the first six months.

- ii. Pay 75% of the standard monthly payment for the second six months.
- iii. Pay interest only for the second year.
- iv. After two years, return to making standard monthly payments.

PLEASE NOTE: MGRS is only offered once over the life of the loan and is a collections tool used during the delinquency phase. It is not a standard repayment plan.

- (i) Auto-debit payments (ACH) and interest rate discount – Borrowers who authorize First Associates to automatically withdraw their monthly loan payments from their checking or savings account automatically qualify for an interest rate discount of 0.25% on all of their PEAKS Loans.

This interest rate reduction will permanently terminate the first time a payment is returned or declined for any reason (unless the reason is due to an error outside the control or responsibility of the Borrower).

After the first return or decline of an automated payment, the Borrower can continue to make payments using the auto-debit electronic transfer method until they provide the Servicer with instructions to cancel the service or until a second incidence of a return or decline of an automated payment occurs for any reason (unless the reason is due to an error outside the control or responsibility of the Borrower), at which time the auto-debit electronic transfer method is terminated for the Borrower's account. If the Borrower subsequently makes twelve (12) consecutive monthly payments on time and in full, the Borrower may then request the Servicer to resume automatic debit payments.

If the Borrower enters any type of Forbearance, the auto-debit payment plan and the associated interest rate reduction are simultaneously suspended until the Borrower re-establishes automatic payments, at which point the interest rate reduction resumes.

Borrowers who enter a Modified Graduated Repayment Schedule repayment plan are allowed to continue using the auto-debit payment method and do not forfeit the associated interest rate discount as long as no payment is returned or declined.

To activate this interest rate reduction the first time or following any suspension during a forbearance period, the Borrower must contact First Associates and submit the required request form.

Each Borrower will be sent information about this feature at least 30 days prior to the end of the Borrower's Interim Period.

17) Account Billing

Borrowers in Repayment will be billed on a monthly basis. The billing statements will be sent at least 15 days before the due date. Payments will be processed and posted to the Borrower's account effective the date the payment was received. Payments will be applied so that accrued and unpaid interest and any other fees or charges (e.g., collections charges) are satisfied before outstanding principal is reduced.

18) Available Forbearances

The following Forbearances are available at the discretion of the Servicer on behalf of the loan holder. Any months that a Loan is in a period of Forbearance will correspondingly extend the Repayment Period.

- (a) Economic Hardship Forbearance – This Forbearance may be granted in increments of up to three months, for periods that collectively do not exceed twelve months over the life of the loan. This Forbearance may be used retroactively to cover periods of delinquency. The Borrower must request an Economic Hardship Forbearance. The request may be made either over the phone or by using the applicable Forbearance request form. Documentation of income or expenses is not required.
- (b) Administrative Forbearance – This Forbearance may be granted to cover borrower periods of delinquency arising from interruptions in payment notification, billing, or other delays not caused by the Borrower.
- (c) In School Forbearance – This Forbearance will be granted in increments of up to one year (12 months), for periods that do not extend beyond four years (48 months) from the date of the first disbursement of the Borrower's first PEAKS Loan. The Borrower must be enrolled on at least a half-time basis (as defined by the School) at an ITT ESI School. To qualify for such Forbearance, the Servicer may rely on Clearinghouse data without request from the Borrower, or the Borrower must provide evidence of enrollment during each academic period in the form of a letter or other documentation from an appropriate official of such institution.
- (d) U.S. Military Mobilization Forbearance – This Forbearance will be granted on Loans for Borrowers who are U.S. military personnel and who are activated or reassigned to Active Duty for a period of more than 30 days as a result of a military mobilization. Borrowers can use up to 12 months of U.S. Military Mobilization Administrative Forbearance on all private loans. The request may be made either over the phone or in writing. In order to be eligible, the Servicer must receive proof of military mobilization or a call to Active Duty (i.e.: a copy of the Borrower's military orders).
- (e) Discretionary Administrative Forbearance- This forbearance may be granted in increments up to three months, for periods that collectively do not exceed twelve months over the life of the loan. This forbearance may be used to retroactively cover periods of delinquency that arise from borrowers who are in an in school status but have exhausted their 3 month grace period. The Servicer may proactively apply this forbearance.

19) Making Demographic Changes

Customer demographic changes should be made to the appropriate operating systems in a timely manner. Demographic change requests may be oral, written, via returned mail, or other official sources. Permitted changes include Borrower addresses, phone numbers, references, and other pertinent information that would allow the customer record to remain accurate. First Associates reserves the right to request supporting documentation from the Borrower for any demographic change.

20) Reporting Loans to Consumer Credit Reporting Agencies

- a) The Servicer will report the status of all Loans (other than Defaulted Loans) on a monthly basis to three of the national consumer credit reporting agencies. Loans that are “current” and those that are 59 days or less past due as of the end of a calendar month will be reported as “current.” Loans that are 60 days or more past due as of the end of a calendar month and have not defaulted will be reported based on the appropriate delinquency status.

Once a loan has defaulted, that event will be reported and no further reporting will occur because the reporting of recoveries on defaulted accounts will be reported by the collection agency performing recovery activities for that Loan.

Loans in Forbearance status will be reported as such.

- b) The Servicer will comply with the regulatory requirements that govern consumer credit agency reporting. The Servicer will attempt to resolve any credit reporting disputes raised by the Borrower.

21) Financial Activity Reporting

The Servicer will provide the monthly reports identified in the Servicing Agreement and the Administration Agreement.

22) Collection and Default Activities and Due Diligence

The Servicer is responsible for complying with all applicable federal and state laws while enforcing default and collection procedures.

- a) Delinquent means the failure by a Borrower to pay when due a non-accelerated scheduled periodic payment due under the terms of the Loan. Delinquent does not mean the violation by a Borrower of any other term or condition of the Loan. A Loan is deemed to be delinquent (or in delinquency) as of the close of business on the installment due date for which a scheduled periodic payment has not been made in full or within 10% of the amount due, but not more than \$5.00 less than the amount due. The first day of delinquency is the day following the payment due date. A Loan will continue to age or remain delinquent from that point until payment in full is made or other payment arrangements are enacted. Once a Loan becomes delinquent, the delinquency may also be referred to as “days past due.”
- b) Default means:
- i) For any Loan owned by the Originating Lender or any institution subject to regulations promulgated by the Federal Financial Institutions Examination Council or its member regulatory agencies: a Loan that is one hundred twenty (120) days delinquent. A Loan is deemed to be 120 days delinquent and is declared to be in default when the Borrower fails to make the scheduled periodic payments in full when due or has failed to comply with other approved written payment agreements and the Loan ages to 120 days past due, or because of the Borrower's death.
 - ii) When ownership is by other than an entity described in (i) above: a Loan that is one hundred eighty (180) days delinquent. A Loan is deemed to be 180 days delinquent and is declared to be in default when the Borrower fails to make the scheduled periodic payments in full when due or has failed to comply with other approved written payment agreements and the Loan ages to 180 days past due, or because of the Borrower's death.

- c) Due Diligence is the group of activities that are performed during attempts to collect the Loan from the Borrower.
- d) Skip Trace is the group of activities that are performed to locate a Borrower the Servicer is unable to contact using the Borrower information contained in the current loan record, such as when the address is determined to be invalid (address skips) or the telephone number is determined to be invalid (telephone skips).
- i) Activities in the attempt to locate the Borrower will be documented in the account history and any documentation related to the efforts will become a part of the Loan File.
 - ii) The purpose of skip tracing is to obtain the necessary contact information to resume normal Due Diligence processes. Skip Trace activities will be considered complete when the Servicer has obtained a valid address (address skip) or telephone number (telephone skip) or has performed each of these activities:
 - (1) Attempted to contact the Borrower to obtain a new address or telephone number for the Borrower.
 - (2) Attempted to contact all references listed on the Loan application to obtain a new address or telephone number for the Borrower.
 - (3) Contacted the ITT ESI School for updated borrower contact information, if the ITT ESI School permits its release.
 - iii) When Skip Trace activities are complete and the process has not resulted in a new address or telephone number, no further Due Diligence activities can be performed by Servicer.
- e) Due Diligence Schedule of Letters and Notices
- i) When Default occurs at 120 days, the Servicer will send increasingly forceful collection letters and/or electronic communication no less frequently than the 10th, 20th, 40th, 70th, and 90th days of delinquency to the Borrower. When Default occurs at 180 days, the Servicer will send increasingly forceful collection letters no less frequently than the 10th, 20th, 40th, 70th, 90th, 120th, and 150th days of delinquency to the Borrower. The collection letters must be sent out on a timely basis, with a tolerance for error of plus or minus 5 business days.
 - ii) The letter and/or electronic communication sent on the 90th day of delinquency for 120-day Defaults or on the 150th day for 180-day Defaults will be a final Demand Letter which demands the full amount past due.
 - iii) At the 120th day of delinquency for 120-day Defaults or at the 180th day for 180-day Defaults, the Servicer will send a Notice of Default, which informs the Borrower that the Loan is in default and may be turned over to a collection agency. The Notice of Default must be sent out on a timely basis, with a tolerance for error of plus or minus 5 business days.
 - iv) Servicer may employ either email and/or electronic communication for all letters and notices.
- f) Due Diligence Schedule of Telephone and Letter / E-mail Contact
- For purposes of this section the following definitions apply:
- “Contact” is defined as a phone conversation directly between the Borrower and a representative from the Servicer or an agency representing the Servicer.
- “Attempt” is defined as an approach to try and secure communication with the Borrower.

This can be through the telephone, electronic message or physical letter.

During contact with the Borrower, the representative should identify the Loan(s) being discussed and determine the reason for delinquency. The representative should then work with the Borrower to identify the best option available to assist the Borrower

Due Diligence Schedule

Servicer will perform the following actions, unless performance of them would be a violation of any applicable federal or state laws or regulations arising from the assertion of rights by the Borrower.

<u>Diligence Bucket</u>	<u>Actions *</u>
1 to 14 days delinquent	Past-Due Notice
15 to 29 days delinquent	One Contact with borrower or attempts made on at least three separate days
30 to 60 days delinquent	Two Contacts with borrower or attempts made on at least four separate days
61 to 90 days delinquent	Two Contacts with borrower or attempts made on at least four separate days
91 to 120 days delinquent	Two Contacts with borrower or attempts made on at least four separate days
When applicable: 121 to 150 days delinquent	Two Contacts with borrower or attempts made on at least four separate days
When applicable: 151 to 180 days delinquent	Two Contacts with borrower or attempts made on at least four separate days

* The collection telephone calls, letters and or electronic communication must be conducted on a timely basis, with a tolerance for error of plus or minus 5 business days. Attempts may be made using telephone, email, or letters. During each Diligence Bucket (beginning with the 30 to 60 days delinquent bucket), at least one attempt must be by telephone and at least one attempt by email or letter.

g) **Initiation of Skip Trace Activities**

The Servicer will perform both address skips and telephone skips. It will initiate skip trace activities when it learns that the mail to the Borrower has been returned as undeliverable or when it learns a telephone number is invalid, and that discovery occurs on or before the 90th day of delinquency for 120-day Defaults and on or before the 150th day of delinquency for 180-day Defaults.

h) **Recovery Activities on Defaults**

The following recovery activities apply if the Servicers has been contracted by the Loan holder to perform such activities.

- i) Once a Loan defaults, it is no longer a serviced Loan under the terms of the servicing agreement and the payment of servicing fees on that Loan ceases. To provide for ongoing recovery efforts on defaulted Loans, Servicer will maintain the system of record for tracking the then-current unpaid defaulted Loan balance.
- ii) Servicer will assign all defaulted Loans to one or more recovery collection agencies.

- iii) Servicer may employ Deutsche Bank or its affiliates to perform collection activities provided Servicer believes the proposed fees are both cost-effective and reasonable in comparison with other potential sources.
- iv) Any amounts received from collection agencies will be transferred to the loan holder or Secured Party, if applicable, in an amount calculated in accordance with the Servicing Agreement.
- v) Servicer will track collection agency performance and will initially assign and subsequently re-assign defaulted Loan collection agency placements based on collection agency performance when alternative collection agencies are available.
- vi) Servicer will make all decisions as to whether to accept or reject partial payments in settlement of the full defaulted Loan balance.

23) Bankruptcy

- a) The Servicer will send copies of all documents relating to any bankruptcy proceeding to the owner of the Loan within 15 business days of receipt, and the Servicer will cease all collection activity. Bankruptcy proceeding may include petitions in bankruptcy court and/or correspondence concerning bankruptcy from the Borrower or an attorney representing the Borrower.
- b) If the Servicer receives notice that a Borrower files for a Chapter 13 bankruptcy, the Servicer will file a Proof of Claim with the bankruptcy court and cease contact with the Borrower. Once a plan of reorganization is approved, the Servicer will resume activities in accordance with the plan.
- c) If the Servicer receives notice that a Borrower files for a Chapter 7 bankruptcy, the Servicer will file a Proof of Claim with the bankruptcy court only if required by the bankruptcy court.

24) Death

- a) The Servicer will send copies of all documents relating to any Borrower death to the owner of the Loan within 15 business days of receipt.
- b) The Origination Agent will cancel any future disbursements that are dated after receipt of the death certificate.
- c) Acceptable documentation of a death is a certified copy or a photocopy of the Death Certificate.
If the Servicer suspects the documentation related to any Borrower death is fraudulent, the Servicer may continue to perform collection/duel diligence activities while completing its research and making its determination.

25) Allowable Write-Offs and Refunds

- a) Any remaining loan balance of \$5.00 or less will automatically be written off during the nightly update to the servicing system.

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- b) Any remaining loan balance of more than \$5.00 but \$10.00 or less will be written off 30 days after the balance is reduced to that amount.
 - c) The Servicer may use its discretion to write-off amounts greater than \$10.00 but less than or equal to \$100.00. The write-off involves a manual entry.
 - d) Not including default claim balances, amounts above \$100.00 will be referred to the Owner for review and approval/denial. If approved, the write-off will involve a manual entry.
 - e) Refund amounts less than or equal to \$1.00 are written-off within 30 days. Amounts greater than \$1.00 are refunded within 45 days.
 - f) If the borrower has other open program loans serviced by First Associates, providing the borrower did not request otherwise, refund amounts due a borrower equal to \$25.00 or less will be applied to the borrower's other open program loans.



Addendum A

CUSTOMER IDENTIFICATION PROGRAM

Access Group, Inc.

For Compliance with Section 326 of the USA PATRIOT Act
Revised April 27, 2009

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Purpose

The purpose of this document is to describe the student loan processing procedures Access Group, Inc. has in place to comply with the Customer Identity Verification Requirements under Section 326 of the Uniting and Strengthening America by Providing Appropriate Tools Required to Intercept and Obstruct Terrorism (USA PATRIOT) Act. Regulations issued by the Department of the Treasury on April 30, 2003 require banks to develop a Customer Identification Program (CIP) that implements reasonable procedures relative to the core concepts of Section 326: (1) collection of identifying information about customers opening an account, (2) verifying that the customers are who they say they are, (3) maintaining records of the information used to verify their identity, and (4) determining whether the customer appears on any list of suspected terrorists or terrorist organizations. Customer Identification Programs must be in place for banks by October 2003.

This Customer Identification Program has been created because: (a) Section 326 of the USA PATRIOT Act currently applies to Access Group; (b) the Department of the Treasury has indicated that separate regulations regarding Section 326 are forthcoming with respect to non-bank financial institutions and are expected to closely track the bank regulations; and (c) The Originating Lender has requested that, as origination agent for them, we share with them our Customer Identification Program.

Access Group and the Federal Family Education Loan Program (FFELP) have controls in place that mitigate the risk of providing student loans to persons for terrorist purposes. These controls have been examined in light of the CIP requirements and are described within this document. Loan processing procedures reflect the steps taken to verify identity, including what information needs to be collected and reviewed, time frames for the review and positive identification of customers, and escalation procedures for problems and discrepancies found. In consultation with the Compliance Department, the Operations processing areas will train employees on any changes that occur because of the requirements imposed by the USA PATRIOT Act as well as other statutes and regulations governing student loan processing.

Access Group has a Director of Compliance whose responsibility it is to document the CIP and monitor the company's compliance with the CIP requirements, and to include the requirements of the Act in the company's internal compliance audit function.

Identity Verification Procedures

§103.121(b)(2)–

The CIP must contain risk-based procedures for verifying the identity of each customer to the extent reasonable and practicable. The procedures must be based upon *relevant risks* such as the types of accounts being opened, the various methods of opening accounts, and the types of identifying information available, as well as the company's size and the type of customer base.

How Access Group meets the compliance requirement

Access Group believes that most of the FFELP and Private loans offered to borrowers pose little risk of fraudulent use for the following reasons:

- Except as noted below, the school certifies the student's eligibility for a loan and his/her enrollment status, giving us a reasonable belief that it knows the true identity of the customer.
- In most cases, loan funds are delivered directly to the school's financial aid department via check or electronic funds transfer.
- Stafford loans are made payable to the student or co-payable to the student and the school. PLUS loan funds disbursed by individual check must be made co-payable to the borrower and the school.
- The school applies the loan funds to unpaid educational expenses actually incurred by the student.

- Because loan funds are only disbursed for school related expenses, a potential identity thief would have to enroll in school, certify the loan, and create the appearance of attending classes in order to obtain loan proceeds.
- For Stafford and PLUS Loans, the Title IV loan refund process provides a final safeguard against the misuse of student loan funds. For students who withdraw from school within a short time of enrollment, the school must calculate and return to the lender a refund of loan funds based on a percentage of the term enrolled. In most cases, depending on when the student withdraws from school, refunds are sent from the school directly to the originator of the loan rather than to the student. So, even a student with the intent to receive the money personally by withdrawing immediately from school is typically not able to do so.
- For Access Group PLUS and private loans that require a cosigner, sponsor, or endorser, funds are delivered to the school on behalf of the student, thereby mitigating the risk that the funds could be used for terrorist purposes by the loan cosigner or sponsor.
- Access Group PLUS and private loans require a credit bureau report that is used to determine the borrower's credit eligibility and the pricing of the private loans. The credit bureau report is considered an additional source of identity verification. For some of the loans, however, borrowers who have not established a credit history can still qualify for loan funds, and in the case of the student recipient of sponsor loan funds, no credit check is done on the student. In these cases, we rely on the school certification process in order to verify the borrower's identity and on the funds disbursement process to ensure that the loan funds are delivered to the school.
- The Access Group REL and DEL loans present a greater risk for the misuse of funds because the funds are delivered directly to the student, the school is not required to certify a borrower's eligibility, and REL and DEL borrowers do not need to be previous Access Group borrowers. To help mitigate this risk, Access Group has implemented additional identity verification requirements.
- For BEL loans, borrowers receive the funds directly and they do not need to be previous Access Group borrowers. In these instances Access Group relies on the school certification process and the credit approval process in order to verify the borrower's identity. Statistically, there are an insignificant number of BEL loans with no credit history.
- For federal Consolidation Loans, the risk is even lower since this loan is actually a refinancing of other eligible federal loans and the borrower is the recipient of a new payment schedule, not loan proceeds.
- The Treasury regulations allow an exception to the identification requirements for existing customers (returning borrowers) who have loans with Access Group prior to October 1, 2003. Access Group, however, applies the identification requirements to all customers in order to even further mitigate the risk.
- Access Group routinely purchases private loans from Lenders through a contractual arrangement. Identity verification for these loans is not necessary at the time of purchase; Access Group has already performed identity verification for these loans on behalf of The Originating Lender during the origination process.
- Students studying abroad at an eligible foreign school in a program of study that is approved by the home institution must have their enrollment verified by the school before loan proceeds are disbursed. In some cases, the student may request to have the funds disbursed directly to him or her, however, the school must certify the student's enrollment. The foreign school is notified that the funds were sent directly to the borrower.

Customer Information Required

§103.121(b)(2)(i) –

The *minimum information* that a bank must obtain from each customer prior to opening an account is as follows: (1) name; (2) street address (residential and mailing addresses); (3) date of birth; (4) an identification number.

How Access Group meets the compliance requirement

- The borrower's name, date of birth, permanent address, and Social Security Number is collected on all loan application forms. Additionally, a mailing address is requested for REL, DEL, and BEL applicants. For federal Stafford and PLUS loan borrowers, the mandated Master Promissory Note (MPN) collects this data and the mandated federal Consolidation Loan application/promissory note is the data collection instrument for the Consolidation Loan. Instructions on the form ask specifically for a permanent home street address and indicate that a temporary street address is not acceptable. The same information is required of Access Group private loan borrowers, cosigners and sponsors on the private loan application and promissory note.
- For collecting the identification number, Access Group requires citizens to provide their Social Security Number on the loan application forms. Eligible non-citizens seeking federal aid provide their alien registration number during the FAFSA application process. For Access Group private loan borrowers who are international students, a copy of the passport showing country of origin is required. Cosigners and sponsors must be citizens in order to qualify for private loan funds.

Verification Through Documents

§103.121(b)(2)(ii)(A) –

The CIP must include procedures describing when the bank will verify identity through documents and setting forth the documents that are to be used for this purpose.

How Access Group meets the compliance requirement

As stated above, Access Group requires a copy of the passport showing country of origin for all international loan applicants.

Additionally, if discrepancies are noted in the primary identifying fields (Name, address, etc.) between the loan application and the credit bureau report, Access Group may require the applicant to submit documentary evidence to resolve the discrepancy.

Non-Documentary Verification

§103.121(b)(2)(ii)(B) –

The CIP must include procedures describing what non-documentary methods are being used to verify identity and when these methods will be used.

How Access Group meets the compliance requirement

- Access Group considers the required certification of the borrower's eligibility by the school to be non-documentary verification of the borrower's identity by a trusted third party. The school certifies all private loans, with the exception of the REL and DEL, and all federal loans.
- An address comparison is performed for all REL and DEL applicants. If the address provided on the loan application does not match the address on the credit bureau report, then additional steps are taken to verify the mailing address. If the mailing address cannot be verified through non-documentary means (such as directory assistance or www.usps.com), the applicant is contacted and asked to provide acceptable documentation of proof of residence.
- If significant discrepancies are discovered in the borrower's name, address, or Social Security Number during the credit quality control process, Access Group will compare and verify information.

- As part of the normal processing procedures, we reconcile loan disbursement information with each school for each borrower. This is one way of ensuring that loan funds are being used for educational purposes.
- The U.S. Department of Education data match process against the Social Security Administration (SSA) and the Immigration and Naturalization Service (INS) databases verifies the identity of each Stafford and PLUS Loan borrower.
- Loan funds are released after the school has certified the borrower's eligibility and has resolved discrepancies with the SSA and INS matches.
- Schools also need to match enrollment records of foreign students, regardless of financial aid applications, against the INS database at the time the student enrolls.

Lack of Verification

§103.121(b)(2)(iii) –

The CIP must include procedures for responding to circumstances in which the bank cannot form a reasonable belief that it knows the true identity of a customer.

How Access Group meets the compliance requirement

If the borrower, cosigner, sponsor, or endorser (whenever applicable), does not submit the requested documents for identity verification, we will decline making the loan and notate the reason on the system as “failure to submit proof of identity.”

Record Keeping Requirements

§103.121(b)(3)(i) and (ii)

The CIP must include procedures for making and maintaining a record of all information obtained under the procedures implementing the minimum identity verification requirements of the CIP. Records must be kept for five years after the date the account is closed or becomes dormant.

How Access Group meets the compliance requirement

- Access Group retains all borrower origination and disbursement records for all borrowers. The documentation used to verify borrower identity is scanned and imaged. Additionally, a note is placed on the borrower's account using a memo feature to indicate the type of documentation collected.
- If there is a discrepancy in any of the identification materials submitted by a loan applicant, the processing area will require new documentation be submitted, and retain in the memo feature a description of the steps taken to resolve it.

Comparison with Government Lists

§103.121(b)(4) –

The CIP must include procedures for determining whether the applicant is on any list of known or suspected terrorists or terrorist organizations issued by any federal government agency and designated as such by Treasury in consultation with federal functional regulators.

How Access Group meets the compliance requirement

- Access Group currently compares international loan applicants who pass the established credit criteria to the Treasury's *Specially Designated Nationals and Blocked Persons* (SDN) list.
- Access Group performs a name-based OFAC check on every federal loan applicant and on all private loan applicants who pass the established credit criteria.

Customer Notice

§103.121(b)(5)–

The CIP must include procedures for providing customers with adequate notice that the bank is requesting information to verify their identity. The notice must generally describe the verification requirements and be given in a manner reasonably designed to ensure the customer views or receives the notice before opening an account.

How Access Group meets the compliance requirement

- The “Instruction and Notices” page included with each FFELP Stafford and PLUS MPN contains sufficient notice that information is collected for identity verification and anti-fraud purposes.

“The principal purposes for collecting the information on this form, including your SSN, are to verify your identity, to determine your eligibility to receive a loan or a benefit on a loan (such as a deferment, Forbearance, discharge or forgiveness) under the FFELP, to permit the servicing of your loan(s), and, if it becomes necessary, to locate you and to collect on your loan(s), if your loan(s) become delinquent or in default. We also use your SSN as an account identifier and to permit you to access your account information electronically.”

- The Application and Loan Agreement for private loans contains the following notice:

IMPORTANT INFORMATION ABOUT PROCEDURES FOR OPENING A NEW ACCOUNT To help the government fight the funding of terrorism and money laundering activities, Federal law requires all financial institutions to obtain, verify, and record information that identifies each person who opens an account. What this means for you: When you open an account, we will ask for your name, address, date of birth, and other information that will allow us to identify you. We may also ask to see your driver’s license or other identifying documents.

Addendum B
Dictionary of Defined Terms

Term	Definition
Account	Refers to each Loan approved per application.
Active Duty	As defined in the Servicemembers Civil Relief Act.
Application	The electronic process or document used to collect data from the Program Applicant (i.e., name, address, Social Security number, date of birth, school information, etc.) to initiate a request for a Loan.
Borrower	The person who applies for and receives the benefit of the education loan.
Clearinghouse	The National Student Clearinghouse, a non-profit organization headquartered in Herndon, Virginia, or its successors.
Collection	The actions taken by a Lender or Servicer to collect payments due from the Borrower.
Disbursements	The transfer of Loan funds from the Originating Lender via Electronic Funds Transfer (EFT) for the benefit of the borrower.
Full Payment	A payment that is within 10% of the amount due but not more than \$5.00 less than the amount due.
Loan	A consummated Application and Loan Agreement that is evidenced by a disbursement and has been signed by the Borrower.
Loan Agreement	The document that is incorporated by reference into the Application that has been signed by the Borrower containing the terms of the Loan.
Loan Period	The academic year or portion thereof for which the Program Applicant is enrolled and is seeking a loan.
Servicer	First Associates.

Addendum C**OFAC Procedure**OFAC Hit

- Steps:
1. When an application is initiated, the Program Applicant's name is automatically checked against the OFAC database for a match. When there is no match, the application continues processing in a normal fashion.
 2. If name is a match, the information required by the Customer Information Program (found in Addendum A) is collected by Origination Agent.
 3. Following completion of Step 2, the application is forwarded to the Servicer's Originations and Disbursement Manager.
 - a. The Originations and Disbursement Manager will re-verify the match and if applicable, contact OFAC's "hotline" at 1-800-540-6322 for verification.
 - b. If OFAC confirms a true hit, there are additional reporting requirements that are required to be in compliance.
 - c. If OFAC confirms a true hit, the Originations and Disbursement Manager will also contact Liberty Bank.

Addendum D
Reconsideration Procedure

Access Group's Reconsideration Policy and Procedures

My loan request was denied. Will Access Group take a second look at my request?

YES! Our policy is to allow a one-time reconsideration of your loan application on behalf of Liberty Bank, N.A. All reconsiderations must be concluded within 60 days of your initial denial. In requesting reconsideration, you are authorizing us to obtain a copy of your credit bureau report, which we will do within 60 days. In order to facilitate a thorough and timely review, all requests for reconsideration must be submitted in writing.

Your correspondence should specifically address the items listed in the enclosed denial letter and be accompanied by appropriate documentation (please list your Social Security number in your letter or fax).

All reconsideration requests should be mailed to:

Access Group, Inc.
Credit Reconsideration Dept.
P.O. Box 7410
Wilmington, DE 19803-0410

Or, you may fax your correspondence to:

Access Group, Inc.
Credit Reconsideration Dept.
(302) 477-4296

What information was used in initially denying my loan request?

We have relied upon the information contained in your credit report. Your credit report contains detailed information on your past credit history and performance. Access Group, on behalf of Liberty Bank, N.A., evaluates the information found in your credit report.

What information will be used in reconsidering this initial decision?

We will reconsider your loan application based solely on errors in your credit report, which are called to our attention or negative items you are able to correct. For this reason, we strongly urge you to get a copy of your credit report, free of charge, from the credit agency listed on the enclosed denial letter. In your correspondence with us, please list the errors you find on the report. Only errors evidenced by a corrected credit report, obtained by the Access Group directly from the credit agency, will be considered.

What procedures do I follow to have my application reconsidered?

1. Carefully read the enclosed denial letter.
2. Order a copy of your credit report by calling the consumer credit reporting agency listed in your letter.
3. Check your credit report for accuracy and report any errors by calling the consumer credit reporting agency directly and by contacting each reporting creditor who is a source of an error. In some cases, credit reports reflect issues with creditors or have reporting errors about which you may be unaware. To help ensure a timely response, we suggest that you send correspondence to the consumer credit reporting agency via registered mail.

Addendum E**Originating Lender's Privacy Policy**

Liberty Bank, N.A.
25201 Chagrin Blvd., Suite 120
Beachwood, OH 44122-5600

Securing Your Financial Privacy

PRIVACY DISCLOSURE

Liberty Bank, N.A. is committed to the strong tradition of safeguarding our customers' private financial information. Liberty Bank, N.A. collects, retains, and uses information about individual customers only when we believe it would be useful (and allowed by law) in administering our business and to provide products, services and other opportunities to customers. This information is obtained from application information, transaction information, and consumer report information. Liberty Bank, N.A. makes disclosures to third parties only as permitted by law. This privacy policy expresses Liberty Bank N.A.'s commitment to our customers.

INFORMATION WE COLLECT ABOUT YOU

We collect nonpublic personal information about you from the following sources:

- Information we receive from you on applications or other forms,
- Information about your transactions with us, our affiliates, or others,
- Information we receive from a consumer-reporting agency

NO DISCLOSURES OUTSIDE OF EXCEPTIONS

We do not disclose any nonpublic personal information about our customers or former customers to anyone, except as permitted by law.

CONFIDENTIALITY AND SECURITY

We restrict access to nonpublic personal information about you to those employees who need to know that information to provide products or services to you.

We maintain physical, electronic, and procedural safeguards that comply with federal standards to guard your nonpublic personal information.

ADDITIONAL INFORMATION

If you have any questions or concerns about the protection of your personal financial information, please feel free to contact us at (216)359-5500.

ISP Form – 06/2009

SCHEDULE F**TERMINATION CRITERIA**

This Agreement may be terminated pursuant to Section 5.02(E) as follows:

(A) if the Actual Cumulative Default Rate on any Loan Pool exceeds 120% (or 140% in the case of a Differentiated Loan Pool) of the applicable Maximum Cumulative Default Rate at the end of any month (a "Trigger Point"), after the 18th month following the month in which the first Serviced Loan in that Loan Pool enters Repayment, then:

(1) the Servicer must submit to the Guarantor and the Servicing and Collections Advisor an action plan, setting forth in reasonable detail the steps that the Servicer intends to take to improve the repayment performance of the Serviced Loans in that Loan Pool; and

(2) if the Actual Cumulative Default Rate on that Loan Pool exceeds 120% (or 140% in the case of a Differentiated Loan Pool) of the applicable Maximum Cumulative Default Rate as of the end of the month (the "Second Trigger Point") that is six months following the Trigger Point with respect to that Loan Pool, then:

a. the Servicer must submit to the Guarantor and the Servicing and Collections Advisor an additional action plan, setting forth in reasonable detail the steps that the Servicer intends to take to improve the repayment performance of the Serviced Loans in that Loan Pool; and

b. If the Actual Cumulative Default Rate on that Loan Pool exceeds 120% (or 140% in the case of a Differentiated Loan Pool) of the applicable Maximum Cumulative Default Rate as of the end of the month that is six months following the Second Trigger Point, then either the Voting Party or the Servicer may terminate this Agreement by delivering, within 30 days after the date on which the Actual Cumulative Default Rate for the Loan Pool at issue was determined, notice of termination as provided in Section 5.02(E).

(B) If the Actual Cumulative Default Rate on any Loan Pool exceeds 300% of the applicable Maximum Cumulative Default Rate as of the end of any month after the ninth month following the month in which the first Serviced Loan in that Loan Pool enters Repayment, then the Voting Party may terminate this Agreement by delivering, within 30 days after the date on which the Actual Cumulative Default Rate for the Loan Pool at issue was determined, notice of termination as provided in Section 5.02(E).

(C) For purposes of this Schedule F:

(1) "Actual Cumulative Default Rate" shall mean, as of any date of determination and with respect to each Loan Pool, a fraction (expressed as a

percentage), the numerator of which is the aggregate outstanding principal balance (including capitalized fees and interest) of Defaulted Loans in that Loan Pool (as of the respective dates on which they became Defaulted Loans), net of gross recoveries on the Defaulted Loans in that Loan Pool, and the denominator of which is the aggregate outstanding principal balance (including capitalized fees and interest) of Serviced Loans in that Loan Pool acquired by the Trust (as of the respective dates on which they were acquired by the Trust) plus all interest that has been capitalized on the Serviced Loans in that Loan Pool after the respective dates of their acquisition; provided that, for purposes of both the numerator and the denominator, the principal amount of any Defaulted Loan shall cease accruing due to capitalization of interest as of the date it becomes a Defaulted Loan.

(2) "Differentiated Loan Pool" shall mean a Loan Pool in which the aggregate outstanding principal balance of Serviced Loans in such Loan Pool the Borrower of which graduated from a School is less than 70% of the aggregate outstanding principal balance of all Serviced Loans in such Loan Pool, each determined as of the date on which the last Serviced Loan in that Loan Pool enters Repayment.

(3) "Loan Pool" shall mean each group of Serviced Loans with an aggregate outstanding principal balance (as of the respective dates on which the Serviced Loans enter Repayment) of as close as practicable to (but not less than) \$100,000,000, determined on a first-in-time-of-entering-Repayment basis until such balance reaches \$100,000,000; provided that (i) if, at the time that such balance of a prospective Loan Pool reaches \$100,000,000, the disbursed amount (*i.e.*, without giving effect to capitalization of fees and interest) of all remaining Serviced Loans that have not yet been included in a Loan Pool is less than \$60,000,000, that Loan Pool will include all remaining Serviced Loans, and (ii) if clause (i) does not apply, a separate Loan Pool will be created, without regard to whether it ultimately reaches \$100,000,000.

(4) "Maximum Cumulative Default Rate" shall mean the applicable percentage set forth in the table below, based on the month being measured (with month 0 being the month in which the first Serviced Loan in the applicable Loan Pool enters Repayment):

<u>Month</u>	<u>Maximum Cumulative Default Rate</u>	<u>Month</u>	<u>Maximum Cumulative Default Rate</u>
10	11.667%	36	29.750%
11	12.833%	37	30.042%
12	14.000%	38	30.333%
13	14.729%	39	30.625%
14	15.458%	40	30.917%
15	16.188%	41	31.208%
16	16.917%	42	31.500%
17	17.646%	43	31.792%
18	18.375%	44	32.083%
19	19.104%	45	32.375%
20	19.833%	46	32.667%
21	20.563%	47	32.958%
22	21.292%	48	33.250%
23	22.021%	49	33.396%
24	22.750%	50	33.542%
25	23.333%	51	33.688%
26	23.917%	52	33.833%
27	24.500%	53	33.979%
28	25.083%	54	34.125%
29	25.667%	55	34.271%
30	26.250%	56	34.417%
31	26.833%	57	34.563%
32	27.417%	58	34.708%
33	28.000%	59	34.854%
34	28.583%	60 and thereafter	35.000%
35	29.167%		

PURCHASE OBLIGATION AGREEMENT

This PURCHASE OBLIGATION AGREEMENT (this "*Agreement*") is dated as of January 20, 2010 and is by and among ITT EDUCATIONAL SERVICES, INC., a Delaware corporation (the "*Guarantor*"), DEUTSCHE BANK TRUST COMPANY AMERICAS, as indenture trustee and collateral agent (in such capacities, the "*Secured Party*") and each of the Senior Creditors (as hereinafter defined) whose names appear on the signature pages hereof.

RECITALS

A. The Guarantor offers certain programs of education through schools that it owns and operates.

B. PEAKS Trust 2009-1 (the "*Trust*") has been established pursuant to a Trust Agreement dated as of December 23, 2009 (as amended, supplemented, restated or otherwise modified from time to time, the "*Trust Agreement*"), between Access Group, Inc., as depositor, and Deutsche Bank Trust Company Delaware, as owner trustee, for the purpose of purchasing and holding loans made to students attending the Guarantor's schools.

C. The Trust Agreement and that certain Indenture and Credit Agreement dated as of the date hereof (as amended, supplemented, restated or otherwise modified from time to time, the "*Indenture and Credit Agreement*") by and among the Trust, the Secured Party and the Lender Trustee, provide for student loan asset-backed senior notes to be issued by the Trust (the "*Senior Notes*") to provide a portion of the funds for the Trust to purchase and hold Financed Loans.

D. The Senior Notes will be purchased by certain of the Senior Creditors pursuant to a Note Purchase Agreement dated as of the date hereof between the Trust and the Note Purchasers (as defined therein) and acknowledged by the Secured Party (as amended, supplemented, restated or otherwise modified from time to time, the "*Note Purchase Agreement*").

E. The Trust Agreement and the Indenture and Credit Agreement also provide for the terms of a loan (the "*Loan*" and together with the Senior Notes, the "*Senior Credit*") to be made to the Trust in order to provide a portion of the funds for the Trust to purchase and hold Student Loans.

F. The Loan will be made by a lender (the "*Lender*" and together with the Note Purchasers, the "*Senior Creditors*") to the Trust pursuant to a Loan Agreement (as amended, supplemented, restated or otherwise modified from time to time, the "*Loan Agreement*") dated as of the date hereof between the Trust, the Secured Party and such Lender.

G. The proceeds of the Senior Credit will be used to purchase Financed Loans pursuant to that certain Private Education Loan Origination and Sale Agreement dated as of the date hereof among Liberty Bank, N.A., as Originating Lender, the Guarantor, the Lender Trustee, the Secured Party and Access Group, Inc. as Origination Agent (as amended, supplemented, restated or otherwise modified from time to time, the "**Loan Purchase Agreement**").

H. The Guarantor has agreed to guarantee all Guaranteed Payments in respect of the Senior Credit pursuant to the terms of that certain Guarantee Agreement dated as of the date hereof between the Guarantor and the Secured Party (as amended, supplemented, restated or otherwise modified from time to time, the "**Guarantee Agreement**").

I. The Senior Creditors desire that the Guarantor grant the Senior Creditors an option pursuant to which such Senior Creditors may elect to require the Guarantor to purchase, in whole or in part, the Senior Credit, on the terms herein described.

J. The parties desire to provide for the amendment of this Agreement in certain circumstances.

K. Capitalized terms used but not defined herein (including in the preamble and the recitals hereto) shall have the meanings assigned to such terms in the Indenture and Credit Agreement.

I. PURCHASE OBLIGATION AND MOST FAVORED NATION PROVISION

1. The Guarantor hereby grants to the Senior Creditors an irrevocable option to require the Guarantor to purchase (the "**Purchase Obligation**"), in whole or in part, the Senior Credit, in the circumstances and on the terms set forth below:

1.1. If, subsequent to the Closing Date, any legislative change is enacted into law to reduce the maximum allowable percentage of the Guarantor's cash revenues derived from funding under Title IV of the Higher Education Act from 90% to 75% or less (a "**Legislative Change**"), the Guarantor will give written notice (a "**Purchase Notice**") of such fact not more than five (5) days after the date upon which a Legislative Change shall have become effective (the "**Legislative Change Date**") to the Secured Party and the Secured Party shall deliver such Purchase Notice to each of the Senior Creditors not more than five (5) days after receipt of the same from the Guarantor.

1.2. The Purchase Notice shall (i) describe the scope of the Legislative Change in reasonable detail, (ii) designate a purchase date (the "**Purchase Date**"), which Purchase Date shall be not less than forty (40) days and not more than sixty (60) days following the Legislative Change Date, (iii) specify the date by which the Senior Creditors must accept the Offer to Purchase (the "**Required Acceptance Date**"), which

Required Acceptance Date shall be not less than ten (10) days prior to the Purchase Date and (iv) refer to this Agreement and the right of the Senior Creditors to require the Guarantor to offer to purchase (the "**Offer to Purchase**") upon the same terms and conditions pro rata the Outstanding Senior Credit, in whole or in part, at the purchase price for such Senior Credit, payable in immediately available funds, equal to the unpaid principal amount of such Senior Credit, together with interest accrued and unpaid thereon to the Purchase Date (the "**Purchase Amount**"), without Call Premium or any other amounts.

1.3. Each Senior Creditor shall have the right to accept an Offer to Purchase made by the Guarantor pursuant to Section 1.2 hereof and require the purchase of the Senior Credit held by such Senior Creditor, in whole or in part, by written notice (the "**Senior Creditor Acceptance Notice**") to the Guarantor on or before the Required Acceptance Date. If 25% or more of the Senior Credit then Outstanding is tendered to the Guarantor for purchase, the Guarantor shall promptly notify or cause the Secured Party to notify the Senior Creditors of such fact (the "**25% Acceptance Notice**") and (i) the Required Acceptance Date shall be adjusted by the number of days necessary to give each such remaining Senior Creditor at least thirty (30) days from its receipt of such 25% Acceptance Notice to accept such Offer to Purchase and (ii) the Purchase Date shall be extended such that the number of days between the Required Acceptance Date and the Purchase Date shall remain unchanged. Failure to timely respond by a Senior Creditor to any Purchase Notice or 25% Acceptance Notice shall constitute a rejection of the Offer to Purchase by such Senior Creditor.

1.4. On the Purchase Date, upon receipt of the applicable Purchase Amount by each Senior Creditor having delivered a Senior Creditor Acceptance Notice to the Guarantor as to all or any portion of such Senior Creditor's then Outstanding Senior Credit, such Senior Creditor shall surrender the Senior Notes or Loan Notes corresponding to such portion of the then Outstanding Senior Credit for transfer, duly endorsed or accompanied by an assignment to the Guarantor duly executed by such Senior Creditor, and the Trust shall deliver on the Purchase Date such new Senior Notes or Loan Notes reflecting the Guarantor as a Senior Creditor as may be required in accordance with the terms of Section 2.03 of the Indenture and Credit Agreement. The Trust and the Secured Party undertake and agree that notwithstanding the terms of said Section 2.03 and the right of the Trust, the Secured Party and the Registrar to execute, authenticate and register, respectively, any Senior Note or Loan Note within ten Business Days upon surrender at the Principal Office of the Registrar, the parties shall effect any transfer of Senior Notes or Loan Notes in respect of the Purchase Obligation on the Purchase Date.

2. In furtherance of the transactions described in the Trust Agreement, the Indenture and Credit Agreement, the Note Purchase Agreement, the Loan Agreement, the Loan Purchase Agreement and the Guarantee Agreement, the Trust has entered into the several related

transactions contemplated by that certain (i) Administration Agreement, dated as of the date hereof, among the Trust, the Owner Trustee, the Guarantor, Access Group, Inc., as Administrator, and the Secured Party (as amended, supplemented, restated or otherwise modified from time to time, the "**Administration Agreement**"), (ii) Syndication Agent Agreement dated as of the date hereof among the Trust, Deutsche Bank Securities Inc., as Syndication Agent, and the Guarantor (as amended, supplemented, restated or otherwise modified from time to time, the "**Syndication Agreement**"), and (iii) Agreement for Servicing Private Student Loans, dated as of the date hereof, among the Trust, the Secured Party, the Guarantor and Access Group, Inc., as Servicer (as amended, supplemented, restated or otherwise modified from time to time, the "**Servicing Agreement**") (the transactions contemplated by the agreements referenced in this Section 2, collectively, the "**PEAKS 2009-1 Transaction**").

3. The Guarantor covenants and agrees that in the event that the Guarantor enters into a transaction related to private education loans for its students and graduates that (i) is similar, in form or substance, to the PEAKS 2009-1 Transaction, and in which Deutsche Bank Securities Inc. (or an affiliate thereof) acts as arranging agent, collateral agent, placement agent, syndication agent, indenture trustee, lender trustee or owner trustee and in which the Guarantor guarantees payments on any loan, note or other debt obligation (each, a "**Debt Obligation**") issued in connection therewith (a "**Similar Transaction**"), and (ii) contains an obligation of the Guarantor to purchase, in whole or in part, any Debt Obligation in the event that the maximum allowable percentage of the Guarantor's cash revenues derived from funding under Title IV of the Higher Education Act is reduced from 90% to a percentage above 75% but below 90%, then the Guarantor shall (A) on the Business Day immediately following the closing date of such Similar Transaction, provide the Secured Party with notice and a description of the obligation of the Guarantor contained in the Similar Transaction (the "**Similar Transaction Notice**"), and (B) execute an amendment to this Agreement that increases the percentage from 75% in the definition of Legislative Change to the percentage utilized in the Similar Transaction.

4. The Secured Party covenants and agrees to deliver any Similar Transaction Notice to the Senior Creditors not more than five (5) days after receipt of the same from the Guarantor.

II. MISCELLANEOUS PROVISIONS

5. Any notice or other communication required or permitted hereunder shall be in writing and shall be delivered either personally or by next day courier, in each case, addressed as follows:

- (a) if to the Guarantor or the Secured Party, at the address set forth in the Indenture and Credit Agreement; and
- (b) if to any Senior Creditor, at the address set forth in the Credit Register maintained by the Credit Registrar, together with a copy to the Senior Creditors' counsel: Winston & Strawn LLP, 200 Park Avenue, New York, New York 10166, Attn: Alan S. Hoffman, Esq.,

or at such other place as the respective party may, from time to time, designate in a written notice to the other party.

6. This Agreement and all of the provisions hereof shall be binding upon and inure to the benefit of the parties hereto and their respective successors and assigns including in connection with an assignment or transfer of the Senior Credit pursuant to the terms of the Indenture and Credit Agreement.

7. Notwithstanding anything contained herein to the contrary, this instrument has been executed by Deutsche Bank Trust Company Delaware, not in its individual or personal capacity but solely in its capacity as Owner Trustee, and in no event shall Deutsche Bank Trust Company Delaware in its individual or personal capacity or any beneficial owner of the Issuer have any liability for the obligations of the Trust hereunder.

8. This Agreement is governed by, and shall be construed in accordance with, the laws of the State of New York.

9. In connection with any suit, claim, action or proceeding arising out of or relating to the transactions contemplated hereby: each party hereto hereby consents to the in personam jurisdiction of the United States District Court for the Southern District of New York and of the Supreme Court of New York County (and each party hereto agrees not to commence any action, suit or proceeding relating thereto except in any such United States District Court or, if subject matter jurisdiction therefor is not available in such court, in such Supreme Court); each party hereto agrees that service by prepaid recorded delivery or registered post, or any other form equivalent thereto (or, in the alternative, by any other means sufficient under applicable law, rules and regulations) at the addresses referred to in Section 5 hereof shall be valid and sufficient for all purposes and hereby waives to the fullest extent it may effectively do so any challenges to the validity of service of process if service is given in accordance herewith; and each party hereto agrees to, and irrevocably waives to the fullest extent it may effectively do so any objection based on forum non conveniens or venue not to appear in such courts.

10. EACH OF THE PARTIES HERETO HEREBY IRREVOCABLY AND UNCONDITIONALLY WAIVES TRIAL BY JURY IN ANY LEGAL ACTION OR PROCEEDING RELATING TO ANY OF THE AGREEMENTS AND FOR ANY COUNTERCLAIM THEREIN.

11. The Guarantor acknowledges that the Senior Creditors will have no adequate remedy at law if the Guarantor fails to perform its obligations under this Agreement. In such event, the Guarantor agrees that the Senior Creditors shall have the right, in addition to any other rights it may have, to specific performance of such obligations and that the Guarantor will not take any action to impede the Senior Creditor's efforts to enforce such right of specific performance.

12. If, at any time, any provision hereof is or becomes illegal, invalid or unenforceable in any respect under the law of any jurisdiction, neither the legality, validity or enforceability of the remaining provisions hereof nor the legality, validity or enforceability of such provision under the law of any other jurisdiction shall in any way be affected or impaired thereby.

13. This Agreement shall continue in force and effect until the earlier of: (i) the Senior Credit being paid in full and (ii) the purchase of the Senior Credit in full by the Guarantor as described in Section 1, at which time this Agreement shall terminate and be of no further force and effect.

14. This Agreement constitutes the only agreement between the parties relating to the Purchase Obligation granted hereunder and supersedes and extinguishes any prior drafts, agreements, undertakings, representations, warranties and arrangements of any nature whatsoever, whether or not in writing, relating thereto.

15. This Agreement may be executed in multiple counterparts, each of which shall be deemed an original, but all of which together shall constitute one and the same instrument.

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IN WITNESS WHEREOF, the parties have hereunto signed their names as of the date first above written.

ITT EDUCATIONAL SERVICES, INC.

By: /s/ Kevin M. Modany

Name: Kevin M. Modany

Title: Chairman and CEO

DEUTSCHE BANK TRUST COMPANY AMERICAS, as
Secured Party

By: Deutsche Bank National Trust Company

By: /s/ Susan Barstock

Name: Susan Barstock

Title: Vice President

By: /s/ Mark DiGiacomo

Name: Mark DiGiacomo

Title: Assistant Vice President

LIBERTY HARBOR MASTER FUND I, L.P.

By: Liberty Harbor IGP, LLC, its general partner

By: /s/ Jonathan Lamm

Name: Jonathan Lamm

Title: Authorized Signatory

FUTURE FUND BOARD OF GUARDIANS

By: Goldman Sachs Asset Management, L.P., its investment
manager

By: /s/ Jonathan Lamm

Name: Jonathan Lamm

Title: Authorized Signatory

WELLS FARGO BANK, N.A.

By /s/ George Wick
Name: George Wick
Title: Executive Vice President

DEUTSCHE BANK AG, LONDON BRANCH

By /s/ Baxter Wasson
Name: Baxter Wasson
Title: Director

By /s/ Nir Vidre
Name: Nir Vidre
Title: Managing Director

OREGON PUBLIC EMPLOYEES RETIREMENT FUND

By /s/ Mark Casanova
Name: Mark Casanova
Title: Authorized Signatory

KKR FI PARTNERS I L.P.

By /s/ Mark Casanova
Name: Mark Casanova
Title: Authorized Signatory

USAA LIFE INSURANCE COMPANY

By /s/ John C. Spear

Name: John C. Spear

Title: VP Insurance Portfolio

ENSIGN PEAK ADVISORS, INC.

By /s/ Robert Nydegger

Name: Robert Nydegger

Title: VP

By /s/ Kevin Lund

Name: Kevin Lund

Title: Vice President

AMERICAN EQUITY LIFE INSURANCE COMPANY

By /s/ Greg Carstensen

Name: Greg Carstensen

Title: VP - Investments

Section 1.4 of this Agreement is hereby acknowledged and agreed to as of the date thereof.

PEAKS TRUST 2009-1, a Delaware statutory trust

By: DEUTSCHE BANK TRUST COMPANY
DELAWARE, not in its individual capacity
or personal capacity but solely in its capacity
as Owner Trustee

By /s/ Susan Barstock
Name Susan Barstock
Title Attorney-in-fact

By /s/ Mark DiGiacomo
Name Mark DiGiacomo
Title Attorney-in-fact

RISK SHARING AGREEMENT

This RISK SHARING AGREEMENT (this "*Agreement*"), dated as of February 20, 2009 ("*Effective Date*") is made between ITT EDUCATIONAL SERVICES, INC., a Delaware corporation, on behalf of itself and its affiliates and subsidiaries ("*ITT ESI*") and STUDENT CU CONNECT CUSO, LLC, a Delaware limited liability company operating as a credit union service organization (the "*CUSO*").

ARTICLE I PURPOSE AND SCOPE

SECTION 1.1 Purpose and Scope. Pursuant to the Program Agreement, the CUSO intends to conduct the Program utilizing the Originating Entity to provide access for Students across the country to non-governmentally guaranteed student loans. The Originating Entity will originate Loans to Students. The CUSO will purchase Loans creating discrete annual pools based on dates of disbursement of Loan proceeds. The CUSO will then participate its interest in the Loans among the Credit Unions. To induce the CUSO to both induce the Originating Entity to originate Loans and itself purchase such Loans and to induce the Credit Unions to participate therein, ITT ESI has agreed to provide a guarantee for the Loans upon and subject to the terms and conditions of this Agreement.

ARTICLE II DEFINITIONS

SECTION 2.1 Special Definitions. Terms used in this Agreement and not otherwise specifically defined herein shall have the respective meanings provided in *Schedule A. Schedule A* and all other Schedules and Exhibits referred to in this Agreement are attached to and made a part of this Agreement.

SECTION 2.2 Other Definitional Terms.

(a) As used in this Agreement, (i) accounting terms not defined herein and (ii) accounting terms partly defined herein to the extent not defined, will have the respective meanings given to them under GAAP.

(b) The words "herein" and words of similar import when used in this Agreement refer to this Agreement as a whole and not to any particular provision of this Agreement. Sections and Subsections references are to this Agreement unless otherwise specified.

(c) As used in this Agreement, words of masculine gender include the feminine or neuter genders and vice versa, where applicable. Words of the singular number include the plural number, and vice versa, where applicable.

ARTICLE III
ITT ESI RISK LOANS

SECTION 3.1 ITT ESI Guaranty. ITT ESI shall have no liability whatsoever with respect to any Loans in any Loan Pool unless and until such time as the aggregate amount that is Charged Off on Loans in such Loan Pool exceeds the First Loss Risk for such Loan Pool. ITT ESI hereby absolutely and unconditionally guarantees the full and prompt payment of all the ITT ESI Risk Loans in each Loan Pool, as and in the manner hereinafter provided. For example, if a Loan Pool consists of Loans the aggregate Net Disbursements on which are \$100,000,000 and the applicable First Loss Percentage for such Loan Pool is thirty-five percent (35%), once an aggregate of \$35,000,000 has been Charged Off on Loans in such Loan Pool, ITT ESI will have an obligation to make payments required under this *Article III*.

SECTION 3.2 Monthly Report. So long as any Loans are outstanding in any Loan Pool, the CUSO shall provide or cause to be provided to ITT ESI on or before the tenth (10th) Business Day after the CUSO has received its regular monthly report from the Servicer, a Monthly Report on such Loan Pool as of the end of the month that is the subject of such report from the Servicer.

SECTION 3.3 Claim Package. Each Monthly Report for a Loan Pool shall also be accompanied by a Claim Package.

SECTION 3.4 Payments. Within fifteen (15) days (or on the next Business Day if such 15th day is not a Business Day) after receipt of the last of the required information, ITT ESI shall transfer, via electronic transfer, payment of the full amount of any ITT ESI Risk Payment due for such month (net of the amount, if any, due to ITT ESI pursuant to *Section 4.1* hereof) to such account as the CUSO may from time to time in writing designate to ITT ESI not less than ten (10) days before the due date of any ITT ESI Risk Payment.

SECTION 3.5 Repayment of Risk Share Payment. In the event that ITT ESI shall make any ITT ESI Risk Payment pursuant to *Section 3.4* (directly or by way of offset), the CUSO shall reimburse ITT ESI therefor to the extent and in the manner provided in *Article IV* hereof.

SECTION 3.6 Mature Loans. Notwithstanding the provisions of *Section 3.4*, ITT ESI may, by written notice to the CUSO, elect to discharge all its obligations under this *Article III* in respect of any Mature Loan for which an ITT ESI Risk Payment is then due by both (i) giving written notice thereof to the CUSO not less than five (5) days before the due date for such ITT ESI Risk Payment and (ii) remitting, with such ITT ESI Risk Payment, the then outstanding balance plus accrued unpaid interest of such Mature Loan as reflected in the then current Monthly Report. ITT ESI may also discharge all its obligations under this *Article III* in respect of any Charged Off Loan on which an ITT ESI Risk Payment is due but which is not yet a Mature Loan by giving the notice required with respect to a Mature Loan and, in addition to the payment required for a Mature Loan, paying an amount equal to any additional interest that would otherwise have been payable before such Loan became a Mature Loan, subject to discount at the rate of ten percent (10%) per annum. The CUSO shall reimburse ITT ESI for all payments made pursuant to this *Section 3.6* to the extent and in the manner provided in *Article IV* hereof. Loans as to which ITT ESI has discharged all its obligations under this *Article III* pursuant to this *Section 3.6* shall, upon the payment provided for in this Section, no longer be considered an ITT ESI Risk Loan for any purpose under this Agreement. ITT ESI may, on reasonable notice to the CUSO and the Servicer, remove from servicing by the Servicer any Loans on which ITT ESI has discharged its obligations under *Article III* pursuant to this *Section 3.6* (each a “*Removed Loan*”) and, after such removal, neither the CUSO nor the Servicer shall have any further servicing obligations or liabilities for any Removed Loan, other than the obligation to cooperate with ITT ESI’s reasonable requests for administrative items (but their obligations and liabilities therefor arising prior to such removal shall be unaffected thereby). Notwithstanding the foregoing, the CUSO shall continue to own all Removed Loans and they shall remain a part of the Loan Pool for the Funding Year in which they were originally disbursed. ITT ESI shall cause collected proceeds of Removed Loans, net of third party collection costs, to be remitted to or as directed by the CUSO (to be thereafter paid to ITT ESI, as provided in *Article IV* to the extent of the CUSO’s reimbursement obligation pursuant to *Section 3.5* and *Section 3.6*).

SECTION 3.7 Nature of Guarantee. ITT ESI's obligations hereunder are joint and several and independent of the obligations of any Borrower and any other guarantor. ITT ESI's obligations hereunder shall remain in effect until all Loans in each Loan Pool are either paid in full or ITT ESI has discharged its obligations with respect thereto pursuant to **Sections 3.4** and **3.6**, notwithstanding any act, omission or thing that might otherwise operate as a legal or equitable discharge of ITT ESI or any Borrower, except any that otherwise arises as a result of the fraudulent or grossly negligent action or inaction or willful misconduct of the CUSO. ITT ESI's obligations hereunder are independent of and not in consideration of, or contingent upon, the liability of any other person under any guarantee, surety or similar obligation, such as the obligation of a co-signer. The release of or death of, or cancellation by, any person or entity responsible under any such guarantee, surety or similar obligation will not act to release or otherwise affect the continuing liability of ITT ESI; provided that any such release or cancellation is not a result of, or caused by, the fraudulent or grossly negligent action or inaction or willful misconduct of the CUSO. Any partial payment by any Borrower or other circumstance which operates to toll any statute of limitations as to any Borrower will operate equally to toll the statute of limitations as to ITT ESI. Notwithstanding the foregoing, ITT ESI shall have no liability hereunder in respect of any Loan as to which there is a breach of any representation or warranty by the CUSO set forth in the Program Agreement, excepting only (a) any breach that is the direct result of any fraud, willful misconduct or gross negligence by ITT ESI, and (b) any breach by the CUSO of Section 2.16(a) of the Program Agreement that is the direct result of either (i) an error by the Origination Vendor or (ii) the failure by the Origination Vendor to comply with instructions of the Originating Entity, in each case in connection with the origination of such Loan.

SECTION 3.8 Information and Audit Rights.

(a) The CUSO shall cause the Servicer to provide to ITT ESI and any designee of ITT ESI all reports (both regular and special) and other data which the Servicer shall provide to the CUSO contemporaneously with such provision and in the same format as is provided to the CUSO.

(b) Promptly upon request therefor, the CUSO shall provide to ITT ESI such information regarding the Loans as ITT ESI may, from time to time, request, including, without limitation, information regarding the servicing and collection of the Loans and any alterations made to any Loans, as provided in **Section 3.9**.

(c) Upon at least five (5) Business Days prior notice to the CUSO, ITT ESI shall be afforded access to all documents and records relating to Loans and/or the Program to inspect and audit the same (either itself or through a third-party auditor). Any such inspection or audit shall be at ITT ESI's sole expense; provided, however, that if any such inspection or audit shall reveal that the records or reporting with respect to any Loan Pool reflect material inaccuracies with respect to Loans, the Net Disbursements on which aggregate in excess of 10% of the aggregate Net Disbursements on all Loans in such Loan Pool, then, within ten (10) days of demand therefor by ITT ESI, the CUSO shall reimburse ITT ESI for its out-of-pocket costs for such inspection or audit, including without limitation the fees and costs of any third-party auditor.

SECTION 3.9 Alteration of Borrower Obligations. From time to time, the CUSO may modify or renew terms of any Loan (or any documentation or collateral therefor), without thereby releasing ITT ESI from its guarantee provided that such modification is within the Loan Criteria or the Collection and Charge Off Standards. However, any alteration described above that reduces the amount that a Borrower is obligated to pay under a Loan will similarly reduce ITT ESI's guarantee obligations with respect thereto. Further, any forbearance, revision, modification, extension, amendment, or other change to any Loan in any manner inconsistent with the Loan Criteria or the Collection and Charge Off Standards, will disqualify such Loan as an ITT ESI Risk Loan.

SECTION 3.10 Multiple Disbursements. The parties acknowledge that individual Loans may be funded in multiple disbursements and, as a result, funded over different Funding Years. For all purposes under this Agreement, a Loan will be deemed made in a Funding Year only to the extent disbursed in that Funding Year regardless of when originated. For example, assuming a \$9,000 Loan disbursed in three (3) equal parts, one (1) in Funding Year 2009 and two (2) in Funding Year 2010, the initial \$3,000 disbursement would be deemed a separate Loan that would be included in the Loan Pool for Funding Year 2009 and the later \$6,000 aggregate disbursements would be deemed a separate Loan that would be included in the Loan Pool for Funding Year 2010.

SECTION 3.11 Certain Loans. Notwithstanding any other provision of this Agreement, any Loan procured through fraud, willful misconduct or gross negligence by an ITT ESI employee shall, upon written notice from the CUSO to ITT ESI (identifying such Loan and describing the fraud, willful misconduct or gross negligence by the ITT ESI employee), be deemed a Charged Off ITT ESI Risk Loan without regard to whether the First Loss Risk for the applicable Loan Pool has been exceeded. ITT ESI may, at any time, discharge its obligations with respect to any such Loan as if it were a Mature Loan subject to **Section 3.6**, regardless of the number of monthly payments made thereon and, in such event, any such Loan shall no longer be considered an ITT ESI Risk Loan for any purpose under this Agreement.

SECTION 3.12 Benefit to Credit Unions. It is acknowledged and agreed both that (i) the Credit Unions will indirectly benefit from the guaranty and other obligations undertaken by ITT ESI pursuant to this Agreement, the Security Agreement and the Program Agreement and (ii) enforcement of such guaranty and obligations shall be effected exclusively through the CUSO.

ARTICLE IV
REPAYMENT OF ITT ESI/APPLICATION OF
CHARGED OFF LOAN PROCEEDS

SECTION 4.1 Repayment of ITT ESI/Application of Proceeds of Charged Off Loans. The CUSO's reimbursement obligations pursuant to **Section 3.5** and **Section 3.6** shall be payable by the CUSO only to the extent that collected proceeds in respect of Charged Off Loans in the Loan Pool to which such reimbursement obligations relate (whether subject to First Loss Risk or an ITT ESI Risk Loan, and any Loans as to which ITT ESI has discharged its obligations pursuant to **Section 3.4**, **Section 3.6**, or **Section 3.11**) are received by or on behalf of the CUSO while there are any such unsatisfied reimbursement obligations. For the avoidance of confusion, once ITT ESI has made any ITT ESI Risk Payment or other payment pursuant to **Article III** on any Loan Pool, until such time as ITT ESI has recovered all ITT ESI Risk Payments or other payment pursuant to **Article III** made (or offset) on such Loan Pool, it shall be entitled to all proceeds of all Charged Off Loans in such Loan Pool until ITT ESI has been fully reimbursed therefor. Thereafter, ITT ESI shall be entitled to no proceeds on such Charged Off Loans unless and until it again makes an ITT ESI Risk Payment or other payment pursuant to **Article III** (or offset) on such Loan Pool. By way of further clarification, ITT ESI is not entitled to reimbursement on any Loans that are not Charged Off Loans, whether they be First Risk Loans or ITT ESI Risk Loans.

SECTION 4.2 Timing and Manner of Payment. Any sums payable to ITT ESI in respect of a Charged Off Loan pursuant to **Section 4.1** shall be paid to ITT ESI at the time and in the same manner as payment is required to be made to Credit Unions that are participants in the Loan Pool of which such Charged Off Loan is a part.

Section 4.3 Disclosure. The CUSO shall disclose to all Credit Unions ITT ESI's right to proceeds of Charged Off Loans pursuant to **Section 4.1**. The CUSO agrees, and all participation certificates shall provide, that the rights of the CUSO and each Credit Union in respect of proceeds of Charged Off Loans are expressly subordinated to the rights thereto of ITT ESI hereunder.

ARTICLE V
TERM/TERMINATION; SERVICING

SECTION 5.1 Term. This Agreement shall be for an Initial Term commencing on the Effective Date and ending December 31, 2011 and shall automatically renew for successive Renewal Terms of one (1) year each, unless not less than one (1) year prior to the end of the Initial Term or any Renewal Term, either party hereto shall provide notice to the other party of either (i) such party's intent to terminate this Agreement as of the end of the then current Term, or (ii) its desire that the First Loss Percentage and/or the Collateralization Percentage be changed for the Renewal Term (indicating the First Loss Percentage and/or the Collateralization Percentage desired). In the first such instance, this Agreement shall terminate as of the end of the then current Term. In the second such instance, the parties shall endeavor to negotiate in good faith for a First Loss Percentage and/or a Collateralization Percentage acceptable to all parties and, if they are successful, such First Loss Percentage and/or such Collateralization Percentage shall be the First Loss Percentage and/or the Collateralization Percentage for the succeeding Renewal Term and thereafter.

SECTION 5.2 Termination. If, in a situation to which clause (ii) of **Section 5.1** is applicable, the parties are unsuccessful in negotiating a First Loss Percentage and/or a Collateralization Percentage acceptable to both parties by two hundred seventy (270) days before the end of the then current Term, this Agreement shall automatically terminate as of the end of the then current Term. This Agreement may also be terminated as provided in **Section 8.4**. Notwithstanding any other provision of this Agreement, this Agreement shall also automatically terminate upon termination of the Program Agreement, for any reason. In no event may ITT ESI terminate this Agreement other than at the end of the then current Term except in the case of an Event of Default by the CUSO or termination of the Program Agreement.

SECTION 5.3 Effect of Termination. Regardless of the reason for termination of this Agreement (including pursuant to **Section 8.4(a)**), (a) such termination will not affect the validity of any Loans made prior to such termination, (b) the existing obligations of the terminating party and the other party regarding such Loans shall remain in effect, and (c) all Loans originated while this Agreement is in effect shall remain subject to the terms of this Agreement until the last such Loan in the last Loan Pool has been paid in full.

SECTION 5.4 Loan Servicing. The CUSO, through a Servicer, will service all Loans in accordance with the terms of the Servicing Agreement and the Collection and Charge Off Standards. All Servicing Agreements, and all amendments or modifications thereto, shall be subject to ITT ESI's prior approval. Errors and/or omissions by a Servicer shall not affect the obligations of either party hereunder.

ARTICLE VI COLLATERALIZATION BY ITT ESI

SECTION 6.1 Collateralization by ITT ESI. So long as any Loans remain outstanding that are subject to ITT ESI obligations pursuant to **Article III**, ITT ESI shall secure its obligations thereunder with respect to each Loan Pool containing such Loans by pledging, as provided in the Security Agreement of even date herewith of which **Exhibit 6.1** is a copy, Collateral in the form of cash, government or agency securities, and/or one or more letters of credit, all in an aggregate amount equal to (i) the Collateralization Percentage applicable to such Loan Pool times (ii) the product of (x) the First Loss Percentage applicable to such Loan Pool times (y) the then principal balance of all Loans in such Loan Pool that are subject to ITT ESI obligations pursuant to **Article III**, or, if the First Loss Risk has been exceeded, all ITT ESI Risk Loans in such Loan Pool. To the extent ITT ESI uses cash or government or agency securities, (a) such Collateral shall be held in a restricted account as Collateral for the benefit of the CUSO with one or more Designated Financial Institutions and subject to an appropriate account control or other similar security agreement in form and substance reasonably satisfactory to both the CUSO and ITT ESI; and (b) ITT ESI shall be entitled to all earnings thereon. If ITT ESI shall fulfill any part of its obligations pursuant to this **Section 6.1** by providing any letter of credit, ITT ESI shall renew or provide substitute letters of credit (or establish a restricted account as above provided) therefor not less than ten (10) days before the expiration of any such letter of credit. During 2009, not less than two-thirds (2/3) of the Collateral required to be maintained shall consist of cash, government or agency securities. After the end of 2009, not less than one-third (1/3) of the Collateral required to be maintained for each Loan Pool shall consist of cash, government or agency securities; provided, however, that, if and so long as the Collateralization Percentage for the Loan Pool for Funding Year 2009 is increased pursuant to **Section 6.3**, not less than two-thirds (2/3) of the Collateral required to be maintained for such Loan Pool shall consist of cash, government or agency securities.

SECTION 6.2 Establishment and Adjustment of Collateral.

(a) **Establishment of Initial Collateral for Each Funding Year.** The initial collateralization for each Loan Pool for each Funding Year shall be determined for each Funding Period in each such Funding Year in accordance with the following: (i) not less than twelve (12) Business Days before the First Disbursement Date of the first Funding Period, in any Funding Year, ITT ESI shall both provide the CUSO with ITT ESI's good faith estimate of the aggregate original sum to be disbursed on all Loans during such Funding Period and, on or before the First Disbursement Date of such Funding Period, shall provide the initial collateralization required for such Loan Pool for such Funding Period (based upon such estimate); (ii) within twelve (12) Business Days before the First Disbursement Date of each subsequent Funding Period in such Funding Year, ITT ESI shall provide the CUSO with ITT ESI's good faith estimate of the original sum to be disbursed on all Loans during such subsequent Funding Period and, on or before the First Disbursement Date of such Funding Period, ITT ESI shall provide the initial collateralization required for such Funding Period, subject to adjustment as provided in clause (iv) hereof; (iii) not less than twelve (12) Business Days before the First Disbursement Date of a Funding Period other than the first Funding Period for a Funding Year, the CUSO shall provide ITT ESI with all of (1) a detailed summary of Loans then in the Loan Pool for such Funding Year, (2) the aggregate current balances of all Loans then in such Loan Pool and (3) the amount of Collateral that ITT ESI is required to maintain for the subject Loan Pool based on the formula set forth in **Section 6.1**; and (iv) if the amount of Collateral required based upon the summary provided in accordance with clause (iii) hereof exceeds or is exceeded by the amount of Collateral then provided by ITT ESI for the applicable Loan Pool pursuant to this Section, the amount of any deficiency shall be added to, and the amount of any excess shall be credited against, the amount of Collateral that ITT ESI is required to provide pursuant to clause (ii) hereof. Contemporaneously with each establishment and adjustment of Collateral pursuant to this **Section 6.2(a)**, ITT ESI shall send evidence, reasonably satisfactory to the CUSO, of the amount of such Collateral actually provided. After the adjustment for the last Funding Period for a Loan Pool provided for at clause (iv) above, the amount of Collateral required with respect to such Loan Pool shall be adjusted as provided in **Section 6.2(b)**.

(b) **Adjustment of Collateral.** Commencing with the fourth calendar quarter of the Funding Year for each Loan Pool, within fifteen (15) days after the end of each calendar quarter, the CUSO will provide ITT ESI with a detailed summary of all of the Loans in such Loan Pool, or, if the First Loss Risk has been exceeded, all of the ITT ESI Risk Loans in such Loan Pool, the aggregate principal balances of Loans in such Loan Pool, or, if the First Loss Risk has been exceeded, the aggregate principal balances of all ITT ESI Risk Loans in such Loan Pool, in each case as of the end of such calendar quarter, and the amount of Collateral that ITT ESI is required to maintain with respect to such Loan Pool based on the formula set forth in **Section 6.1** applied to such aggregate balances. Within thirty (30) days after receipt of each summary provided above, ITT ESI will both (i) adjust, upwards or downwards, the amount of Collateral it is required to maintain pursuant to this Article and (ii) send evidence, reasonably satisfactory to the CUSO, of the adjusted amount of such Collateral actually provided.

SECTION 6.3 Increase of Collateral in the Event of Default by ITT ESI. In the event ITT ESI shall violate any of the financial covenants or percentages set forth in *Section 7.2(b)*, the Collateralization Percentage applicable to each Loan Pool shall be increased by sixty-six and two-thirds percent (66-2/3%) and ITT ESI shall provide such additional Collateral within thirty (30) days after written demand therefor by the CUSO; provided however that, if the Collateralization Percentage is increased on account of ITT ESI's violation of any financial covenant or percentage and ITT ESI thereafter becomes in compliance therewith, the Collateralization Percentage for each Loan Pool shall thereafter be restored to its original amount. For example, if the Collateralization Percentage for a Loan Pool would otherwise be 15%, while ITT ESI is in violation of the financial covenants and percentages set forth in *Section 7.2(b)*, the Collateralization Percentage shall be 25%.

ARTICLE VII REPRESENTATIONS, WARRANTIES AND COVENANTS

SECTION 7.1 Representations and Warranties of Each Party. Each of the parties hereto, severally and not jointly, makes the following representations and warranties to the other party hereto, which representations and warranties shall be deemed to be continuing so long as either party has any obligations under this Agreement:

(a) Existence and Rights. Such party is duly organized, validly existing and in good standing under the laws of its jurisdiction of organization and is duly qualified to transact operations in all places where such qualification is legally required. Such party has the corporate power and authority, rights and franchises to own its property and to carry on its business as now conducted. Such party has the corporate power and authority and legal right to enter into this Agreement and to perform its obligations hereunder.

(b) Agreement Authorized. The making and performance by such party of this Agreement: (i) have been duly authorized by all necessary corporate action; (ii) do not require the consent or approval of any governmental body, regulatory authority, court or official, except such as have already been obtained and are in full force and effect; (iii) do not violate or contravene or constitute a default under any provision of law or regulation or such party's charter or by-laws or any judgment, injunction, order, or mortgage, security agreement, indenture or other agreement or instrument, to which such party is a party or by which such party or any of its property may be bound or affected; and (iv) will not result in the creation or imposition of any lien or security interest on any property of such party other than as is provided in this Agreement. This Agreement is the legal, valid and binding general obligation of such party enforceable in accordance with its terms, except as may be limited by applicable bankruptcy, insolvency, reorganization or similar laws generally relating to or affecting the enforcement of creditors' rights or by general principles of equity.

(c) Litigation. There is no suit, tax claim or other proceeding pending against or, to the knowledge of such party, threatened against, or affecting such party or any of its property before any court or by or before any governmental authority which, if adversely determined, would materially adversely affect such party's ability to make and perform this Agreement.

(d) No Event of Default. No Event of Default by such party or other event which, with the giving of notice or lapse of time or both, would become an Event of Default under this Agreement, has occurred and is continuing or will occur by reason of the execution or performance of this Agreement.

SECTION 7.2 Representations, Warranties and Covenants of ITT ESI.

(a) Representations and Warranties. ITT ESI represents and warrants to the CUSO that the financial statements of ITT ESI as of December 31, 2007 and for the fiscal year then ended and as of the quarter ended September 30, 2008 and for the three (3) month period then ended, copies of which have been delivered to the CUSO, fairly present in all material respects, in conformity with GAAP, consistently applied, the financial position of ITT ESI as of such dates and its results of operations and changes in financial position for the periods then ended; provided, however, that it shall not be deemed to be a breach of this representation and warranty if such financial statements are the subject of a subsequent restatement, as long as such restatement is not the result of misconduct. Except as set forth in public filings with the SEC, since September 30, 2008, there has been no material adverse change in the business, financial position, results of operations or prospects of ITT ESI.

(b) Covenants. ITT ESI covenants with the CUSO as follows, which covenants shall continue so long as any ITT ESI Risk Loans shall be outstanding:

(1) Financial Covenants. During the Term of this Agreement, and thereafter, while any ITT ESI Risk Loans remain outstanding, measured at the end of each fiscal quarter based on ITT ESI's quarterly and year-end financial statements reported in its Forms 10-Q and 10-K, respectively, filed with the SEC, ITT ESI will maintain:

a. Debt Service Ratio. A debt service ratio that is equal to or greater than 1.2 to 1, defined as earnings before interest, income taxes, depreciation and amortization divided by the current portion of long-term debt plus interest expense;

b. Long-term Debt to Equity Ratio. A long-term debt to equity ratio, defined as loans and other liabilities with terms extending over one year divided by the shareholders' equity of ITT ESI, of equal to or less than 5 to 1;

c. **Current Ratio.** A current ratio, defined as the current assets (assets to be sold or used up in less than one year and any cash or securities pledged as Collateral under this Agreement) divided by the current liabilities (loans or other liabilities with remaining terms of less than one year and the current portion of long-term debt), of ITT ESI, equal to or greater than 1 to 1. This calculation excludes all unsecured and uncollateralized related-party receivables and payables.

For purposes of the foregoing financial covenants, the term “debt” shall not include any securities issued by ITT ESI or a consolidated entity that are convertible into equity securities or a combination of equity securities and cash.

(2) **Persistence Percentage.** During the Term of this Agreement, and thereafter, while any ITT ESI Risk Loans remain outstanding, measured at the end of each fiscal quarter based on ITT ESI’s quarterly and annual reports filed with the SEC, ITT ESI will maintain an average persistence percentage over the eight fiscal quarters ending on the measurement date of not less than 70%, calculated on a straight average basis.

(3) **Compliance Certificate.** Within thirty (30) days after the earlier of the date its Form 10-Q or Form 10-K, as the case may be, is filed or required to be filed with the SEC, ITT ESI will furnish to the CUSO a certificate setting forth the status of ITT ESI’s compliance with the financial covenants and persistence percentage set forth in **Section 7.2(b)** as of the end of such fiscal quarter in the case of a Form 10-Q and fiscal year in the case of a Form 10-K, in each case signed by one of its officers.

(c) **Corporate Existence.** Except as permitted by **Section 8.7(i)**, during the Term of this Agreement, ITT ESI will not initiate any proceedings or take any action to dissolve or liquidate or to terminate its existence as a corporation or otherwise dispose of all or a substantial part of its assets, either in a single transaction or in a series of related transactions.

ARTICLE VIII GENERAL PROVISIONS

SECTION 8.1 **Confidentiality.** Each of the parties shall keep all Confidential Information as confidential and will not, without each other party’s prior written consent, disclose any portion of the Confidential Information to anyone other than to persons who are representatives of such party. No party will (and will cause its representatives not to) use any of the Confidential Information for any purpose other than in connection with its responsibilities under this Agreement and the Program. Each party will inform its representatives of the confidential nature of the Confidential Information and direct each representative to treat the Confidential Information as confidential. Promptly after either party shall gain knowledge of any unauthorized use or disclosure of any Confidential Information, the party gaining such knowledge shall notify the other party of such use or disclosure so that, to the extent then possible, mitigating actions can be taken.

SECTION 8.2 Information Excluded From Confidentiality Obligations Set Forth Above. Nothing in this Agreement will be deemed to prevent either party from disclosing any Confidential Information to the extent required by any applicable law, regulation or court order, including, without limitation, applicable securities laws, provided that (i) unless prohibited by law, regulation or court order (including applicable securities or credit union laws), such disclosing party, other than ITT ESI with respect to any information disclosed by ITT ESI under applicable securities laws and regulations, will notify the non-disclosing party of the imminent disclosure as soon as is practicable and in all events with sufficient prior notice to allow the non-disclosing party to seek a protective order or otherwise to object; and (ii) the disclosing party will use commercially reasonable best efforts to minimize or prevent such disclosure to the maximum extent allowed under applicable law, regulation or court order. Confidential Information does not include any such information which: (1) was or becomes generally available to the public other than as a result of a disclosure by the receiving party or its representatives; (2) was within the receiving party's possession prior to being furnished by or on behalf of the other party; (3) is furnished to the receiving party by a third party who has represented to the receiving party that she/he is not under an obligation of confidentiality to the other party; or (4) is independently developed by the receiving party without the use of any Confidential Information.

SECTION 8.3 Customer Information. Neither party shall disclose to any third party (other than its employees and/or representatives) or use any Customer Information, except solely to carry out the purposes under this Agreement for which such Customer Information was disclosed. Promptly after either party gains knowledge of any unauthorized use or disclosure of any Customer Information, the party gaining such knowledge shall notify the other party of such use or disclosure so that, to the extent then possible, mitigating actions can be taken.

SECTION 8.4 Event of Default and Remedies. If an Event of Default occurs, then, and in every such event, the non-defaulting party may do any one or more of the following (without presentment, protest or notice of protest, all of which are expressly waived by the defaulting party):

- (a) terminate this Agreement immediately upon written notice to the other party; and
- (b) exercise all other rights legally available to it.

As used herein, "**Event of Default**" shall mean any of the following:

(1) if a party materially fails to perform any of its covenants or agreements herein and such failure, if capable of being cured, continues for 30 days without cure after written notice from the non-defaulting party specifying the nature of such failure (provided however that in no event shall ITT ESI's breach of any covenant contained in **Section 7.2** be deemed an Event of Default hereunder); or

(2) the filing by a party to this Agreement of a petition in bankruptcy or a proposed or actual assignment for the benefit of creditors or a similar proceeding by a party; or

(3) the filing against a party of a petition in bankruptcy or the appointment for a party or any of its assets of a trustee, receiver, executor, liquidator or conservator or other judicial representative or a similar proceeding, which is not vacated, dismissed or stayed on appeal within 60 days; or

(4) if any of a party's representations or warranties made in this Agreement or in any certificate or writing furnished by one party to another pursuant to this Agreement is false or incorrect in any material respect when made; or

(5) if either party shall breach any Program Document, other than the Management Agreement (after expiration of any applicable cure period provided in such Program Document).

SECTION 8.5 Injunctive Relief for Violation of Confidentiality Provisions. Each of the parties expressly consents and agrees that, notwithstanding anything to the contrary above provided, in the event of an actual or threatened Event of Default by reason of a breach or threatened breach by such party of any of **Sections 8.1, 8.2 or 8.3**, in addition to any other remedies available to the other party, such other party may obtain injunctive relief in appropriate cases (including a temporary restraining order, preliminary injunction and/or specific performance) to terminate or prevent the continuation of any (or prevent any threatened) such Event of Default without having to show any actual damage and without having to post any bond. It is specifically agreed that a party may incur incalculable and irreparable damage from any violation by the other party of any of said **Sections 8.1, 8.2 or 8.3**, and that the non-violating party does not have adequate remedy at law for such a violation and such party is entitled to injunctive relief for any such actual or threatened violation.

SECTION 8.6 Amendment; Entire Agreement. This Agreement may only be amended by the express written consent of both of the parties hereto. Together with the Program Documents, this Agreement constitutes the entire agreement between the parties with respect to the Loans and the Program.

SECTION 8.7 Assignability. This Agreement may not be assigned or delegated by either party without the written consent of the other party, and any other attempt to delegate or assign any obligations arising under this Agreement will be void. All obligations hereunder are binding on any successors-in-interest of a party. Notwithstanding the foregoing, (i) this Agreement and all rights and obligations hereunder may be assigned by either party to any Person acquiring all or substantially all of such party's assets and business, whether by sale, merger, consolidation or similar transaction, and (ii) ITT ESI may assign or delegate any of its rights under Sections 3.5 or 3.6 to any direct or indirect subsidiary or Affiliate of ITT ESI.

SECTION 8.8 Governing Law. This Agreement will be construed in accordance with and be governed by the laws of the State of Indiana. Each party submits to personal jurisdiction in the State of Indiana.

SECTION 8.9 Obligations Hereunder Limited; Indemnifications.

(a) The duties and obligations of the parties are limited to those expressly set forth herein and no duty, obligation, undertaking or liability is to be implied or inferred from the context hereof. The obligations under this Agreement of both parties are several and distinct, each party being responsible solely for its own performance pursuant to this Agreement.

(b) Each party agrees to indemnify and hold harmless the other party, its directors, officers and employees and their respective successors and assigns from and against any and all Losses that result from or are attributable to any breach by the indemnifying party of its representations, warranties, covenants and obligations as set forth in this Agreement.

Section 8.10 Counterparts. This Agreement may be simultaneously executed in one or more counterparts, each of which will be an original and both of which will constitute but one and the same instrument.

SECTION 8.11 Notices. Notices, requests, demands or other instruments that may be or are required or permitted to be given to either party hereto must be in writing and shall be deemed to have been properly given and effective when:

- (a) Delivered personally to an officer of the party to which such notice is to be given; or
- (b) Actually received by a party when mailed by registered or certified mail or delivered by an overnight delivery service that requires a signature upon receipt; or
- (c) Sent by electronic mail or facsimile if delivery is confirmed and a copy is mailed to the recipient as set forth above.

All such notices will be addressed as set forth on the signature page hereto. Either party may change the address to which notices to such party are to be sent by notice to the other party given as aforesaid.

SECTION 8.12 Binding Effect. Subject to the limitations on assignment set forth herein, all covenants and agreements herein contained and all provisions hereof will extend to, be binding upon, and inure to the benefit of the permitted successors and assigns of the respective parties.

SECTION 8.13 Survival. All representations and warranties, the parties' obligations regarding Loans disbursed prior to termination of this Agreement, and the indemnifications and confidentiality provisions of this Agreement, will survive the termination of this Agreement.

SECTION 8.14 Set Off. Upon notice to the other party specifying in reasonable detail the basis therefor, any party may set off any amount to which it is entitled from the other party against any amount that it is obligated to pay to the other party. The exercise of such right of set off in good faith, whether or not ultimately determined to be justified, shall not constitute an Event of Default under this Agreement or any Program Document. Neither exercise nor failure to exercise any right of set off will constitute any election of remedies or limit either party in any manner in the enforcement of any other remedies that may be available to it.

IN WITNESS WHEREOF, the parties have caused this Agreement to be executed by their respective officers thereunto duly authorized as of the Effective Date.

ITT Educational Services, Inc.

By: /s/ Kevin M. Modany _____

Name: Kevin M. Modany
Title: Chairman and CEO
Date: 2-20-09

Address:

Chief Financial Officer
ITT Educational Services, Inc.
13000 North Meridian Street
Carmel, IN 46032-1404
Email: dfitzpatrick@ittesi.com
Fax: (317) 706-9254

Student CU Connect CUSO, LLC

By: /s/ Tony Ferris _____

Name: Tony Ferris
Title: Partner, Rochdale
Date: 2-20-09

Address:

8700 Indian Creek Parkway, Suite 120
Overland Park, Kansas 66210
Attention: Tony Ferris
Email: tferris@rochdalegroup.com
Fax: (913) 322-3770

SCHEDULE A
TO
RISK SHARING AGREEMENT

SCHEDULE A**DEFINITIONS**

A. Definitions. The following terms shall have the following respective meanings:

“**2010 Funding Year Target**” means the sum of (i) the Base Funding Year Target plus (ii) the amount (if any) by which the Base Funding Year Target exceeded the aggregate dollar amount of funds deposited in the Loan Funding Account by the CUSO (excluding any amounts deposited in respect of refunds of Loans) in Funding Year 2009.

“**2011 Funding Year Target**” means the sum of (i) the Base Funding Year Target plus (ii) the amount (if any) by which the 2010 Funding Year Target exceeded the actual dollar amount of funds deposited in the Loan Funding Account by the CUSO (excluding any amounts deposited in respect of refunds of Loans) in Funding Year 2010.

“**Actual Funding Commitment**” means the amount deposited by the CUSO into the Loan Funding Account with respect to any Funding Period in order to meet actual Loan demand.

“**Actual Participation Commitment**” means, with respect to each Subscriber, the amount obtained by multiplying such Subscriber’s Participation Commitment Percentage by the estimated Loan volume for a given Funding Period, less the Subscriber’s share (based on Participation Commitment Percentage) of any previously unutilized amounts and any amounts permitted to be retained from refunds.

“**Actual Renewal Participation Commitment**” means, with respect to a Subscriber, a revised Estimated Aggregate Participation Commitment (as defined in the applicable Subscription Agreement) for a Renewal Term based on estimated Loan volume.

“**Administrative Fee**” has the meaning set forth in the Participation Agreement.

“**Affiliate**” means, with respect to any Person, any other Person controlling or controlled by or under common control with such Person. For purposes of this definition, “control” when used with respect to any specified Person means the power to direct the management and policies of such Person, directly or indirectly, whether through the ownership of voting securities, by contract or otherwise, and the terms “controlling” and “controlled” have meanings correlative to the foregoing.

“**Annual Commitment**” means, with respect to each Participant, the portion of the Estimated Aggregate Participation Commitment (as defined in the applicable Subscription Agreement) payable in a Funding Year covered by the Participation Agreement.

“**Automatic Renewal**” means the automatic renewal of a Subscriber’s obligations under the applicable Subscription Agreement for one or more successive Renewal Terms.

“**Available Funded Commitment**” has the meaning set forth in the Participation Agreement.

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“**Available Participation Interest**” has the meaning set forth in the Participation Agreement.

“**Base Funding Year Target**” means one-third of the Estimated Aggregate Funding Commitment for Funding Years 2009, 2010 and 2011.

“**Borrower**” means a Student, or any guarantor or co-signer of a Student, obligated under each Loan.

“**Business Day**” means a day other than Saturday, Sunday, a United States national holiday or other day on which banks in the State of Indiana are permitted or required by law to close.

“**Charged Off**” means a Loan on which there have not been any payments made for at least 180 days, if any payments had been due during such period.

“**Claim Package**” means, with respect to each ITT ESI Risk Loan (if any) in a Loan Pool: (a) Loan-level information, including, without limitation, both a servicing and a payment transaction history, for that ITT ESI Risk Loan; and (b) an invoice summarizing the Loan-level remittance data for such ITT ESI Risk Loan, including loan number, name, social security number, disbursement date, outstanding loan amount, outstanding accrued interest, interest rate, aggregate monthly payment(s) amount past due, and, if requested by ITT ESI, the ten (10) day pay-off amount for such ITT ESI Risk Loan.

“**Collateral**” has the meaning set forth in the Security Agreement.

“**Collateralization Percentage**” means, with respect to the Loan Pool for Funding Year 2009, fifteen percent (15%), and, with respect to each Loan Pool other than that for Funding Year 2009, ten percent (10%), in each case, unless adjusted as provided in **Section 6.3** of the Risk Sharing Agreement.

“**Collection and Charge Off Standards**” mean the Loan servicing criteria mutually approved by the parties to the Program Agreement.

“**Commitment Account**” means the account maintained by the CUSO into which Participants will deposit funds in respect of Participation Commitments and from which the CUSO will withdraw funds to deposit into the Loan Funding Account for the purchase of Loans. The funds in the Commitment Account shall not be commingled with any other funds of the CUSO.

“**Commitment Share**” means, with respect to each Participant in relation to each Loan Pool and for any date of determination, a fraction (expressed as a percentage), (i) the numerator of which equals the amount of the Available Funded Commitment then funded by such Participant for such Loan Pool, and (ii) the denominator of which equals the aggregate Available Funded Commitment.

“**Commitments**” has the meaning set forth in the Participation Agreement.

“Confidential Information” means (a) information disclosed to a party with respect to any Program Document; (b) all information related to the structure of and the terms of any Program Document, including items set forth in the Exhibits thereto; and (c) all information related to the other parties’ operations, finances, Borrowers, customers, and Students, and any analyses, concepts, ideas, compilations, studies, materials, memoranda, notes and data pertaining thereto and/or derived from the any Program Document or the Program.

“Credit Facility” means any debt financing obtained by the CUSO from ITT ESI or other lender(s) to fund the CUSO’s operation of the Program and the Retained CUSO Interest, if any, in the Loans in each Loan Pool.

“Credit Facility Documents” means any loan agreement, security agreement, promissory note, borrowing base certificate, and other documents entered into by the CUSO in connection with a Credit Facility, as amended, modified, restated or replaced from time to time.

“Credit Lender” means the financial institution(s) or other Person(s) providing the Credit Facility to the CUSO.

“Credit Unions” means, collectively, the network of participating credit unions in the Program, which includes the Originating Entity.

“CUSO” means Student CU Connect CUSO, LLC, a Delaware limited liability company operating as a credit union service organization.

“Customer Information” means non-public consumer information that is disclosed to a party by another party or any Credit Union.

“Cut-off Date” means the date that is five (5) Business Days prior to any Payment Date.

“Default” means, with respect to any Loan, any event that constitutes or, with the giving of notice or passage of time or both, would constitute a default or an event of default under the related Loan Documents.

“Deposit Account Control Agreement” means a Deposit Account Control Agreement among ITT ESI, the CUSO and a Designated Financial Institution substantially in the form of *Exhibit 1.1(b)* to the Security Agreement.

“Designated Financial Institution” means a financial institution selected by ITT ESI and meeting the criteria set forth in *Exhibit A-1* hereto.

“Disassociated Participant” has the meaning set forth in the Participation Agreement.

“Distribution Account” means the segregated account maintained by the CUSO in which Monthly Collections will be deposited and from which the CUSO will withdraw funds to make distributions to itself and the Participants as set forth in Sections 7(a)-(b) of the Participation Agreement.

“Effective Date” means February 20, 2009.

“Estimated Aggregate Funding Commitment” means an amount equal to the sum of all Estimated Aggregate Participation Commitments. When words such as “for that Funding Year” and “for that Funding Period” are used after the term “Estimated Aggregate Funding Commitment” in any Program Document, it means the maximum portion of the Estimated Aggregate Funding Commitment that is payable in the applicable Funding Year or Funding Period, respectively, as determined in accordance with **Section 2.9(c)** and **Section 2.9(d)**, respectively, of the Program Agreement.

“Exit Transaction” has the meaning set forth in the Participation Agreement.

“First Disbursement Date” means, with respect to each Funding Period, the date of the first Loan disbursement by the Originating Entity to ITT ESI in such Funding Period, as mutually determined by ITT ESI and the CUSO.

“First Loss Percentage” means thirty-five percent (35%) or such other percentage as ITT ESI and the CUSO shall mutually agree upon as provided in **Section 5.1** of the Risk Sharing Agreement.

“First Loss Risk” means, with respect to any Loan Pool, the product produced by multiplying (x) the applicable First Loss Percentage times (y) the aggregate Net Disbursements on all Loans in such Loan Pool.

“Funding Periods” means periods during a Funding Year determined from time to time by ITT ESI.

“Funding Year” means the calendar year in which a Loan is disbursed. For clarification, Funding Year 2009 is the period commencing on the Effective Date and terminating on December 31, 2009, and Funding Years 2010 and 2011 are the related calendar years.

“GAAP” means generally accepted accounting principles in the United States, or such other accounting principles as prescribed for public companies from time to time.

“Initial Capital Contribution” means a Credit Union’s initial Capital Contribution (as defined in the Operating Agreement) in exchange for its Membership Interest.

“Initial Term” means the period from the Effective Date until December 31, 2011.

“ITT ESI” means ITT Educational Services, Inc., a Delaware corporation.

“ITT ESI Risk Loans” means, collectively, all Loans (representing all unpaid (i) Net Disbursements and (ii) accrued interest) in a Loan Pool in excess of the First Loss Risk for such Loan Pool.

“ITT ESI Risk Payment” means, as to a Loan Pool, once the First Loss Risk for such Loan Pool has been exceeded, payments due and unpaid as of the end of the applicable month on all Charged Off ITT ESI Risk Loans in such Loan Pool that are not Charged Off First Loss Risk Loans.

“Letter of Credit” means an irrevocable standby letter of credit, securing payment of all or a portion of the Obligations (as defined in the Security Agreement) with respect to a Loan Pool, issued by a Designated Financial Institution.

“Lien” means any statutory or common law consensual or non-consensual mortgage, pledge, security interest, participation interest, encumbrance, lien, right of setoff, claim or charge of any kind, including, without limitation, any conditional sale or other title retention transaction, and any secured transaction under the Uniform Commercial Code of any applicable jurisdiction.

“Loan Criteria” means the criteria of the Originating Entity, of which *Exhibit A-2* hereto is a copy, which may not be amended or supplemented without the prior written approval of ITT ESI and the CUSO.

“Loan Documents” means, with respect to each Loan, the loan application, loan agreement, promissory note, co-signer documentation (if applicable), and other documents executed and delivered by a Borrower, as amended, modified, restated or replaced from time to time.

“Loan File” means the credit report, underwriting analysis, loan approval, confirmation of credit union membership, Loan Documents, payment history, and all other documentation of the Originating Entity or the CUSO with respect to any Loan.

“Loan Funding Account” means the account designated by the Originating Entity into which the CUSO will deposit the Purchase Price for Loans to be disbursed in each Funding Period and from which the Originating Entity will disburse the Loan proceeds to ITT ESI.

“Loan Pool” means all Loans disbursed during a Funding Year.

“Loan Pool Collateral” means as to each Loan Pool, the Collateral therefor to be determined, established and adjusted pursuant to *Article VI* of the Risk Sharing Agreement.

“Loan Proceeds” means, with respect to each Loan, all payments of principal, interest, loan fees, late fees, and other amounts received by the CUSO or the Servicer(s) in connection with such Loan.

“Loans” means loans to Students originated by the Originating Entity in accordance with the Loan Criteria pursuant to the Purchase Agreement.

“Losses” means, with respect to any indemnity or limitation of liability in any Program Document, losses, costs, claims, damages, demands, expenses, liabilities, causes of action, investigation expenses, attorneys’ fees and expenses and amounts paid in settlement; provided, however, that no settlement shall be made without the written consent of the party suffering the Loss, unless such settlement provides a full release of such party without the payment of any funds by such party. “Losses” excludes, however, incidental, consequential, indirect, punitive or special damages.

“**Management Agreement**” means the Management Services Agreement, dated as of the Effective Date, between the Program Administrator and the CUSO, as amended, modified, restated or replaced from time to time.

“**Mature Loans**” means Charged Off Loans on which an amount equal to at least ten (10) monthly payments have been made, whether by the Borrower, ITT ESI under **Section 3.4** of the Risk Sharing Agreement, or otherwise.

“**Membership Interest**” means a Credit Union’s membership interest in the CUSO under the Operating Agreement and such Credit Union’s Subscription Agreement.

“**Monthly Collections**” has the meaning set forth in the Participation Agreement.

“**Monthly Report**” means a written report concerning a Loan Pool, as of the end of the month that is the subject of such Monthly Report, containing the following information: (i) the aggregate Net Disbursements on all Loans originally in the applicable Loan Pool; (ii) the amount of the First Loss Risk for such Loan Pool; (iii) the aggregate current principal balances of all Loans in such Loan Pool; (iv) the aggregate amount that has been Charged Off on all Loans in such Loan Pool; (v) the aggregate current principal balances of all Loans in such Loan Pool, if any, that are the subject of the First Loss Risk for such Loan Pool and have not yet been subjected to Charge Off; (vi) the aggregate amount of the current principal balances of all ITT ESI Risk Loans in such Loan Pool; (vii) if the First Loss Risk has been exceeded, the aggregate ITT ESI Risk Payment; (viii) the aggregate current outstanding balance plus accrued unpaid interest of each Mature Loan reported pursuant to clause (vii) hereof; and (ix) the aggregate amount of all payments received during such month in respect of all Charged Off Loans.

“**NCUA**” means the National Credit Union Administration or any successor federal credit union regulatory agency.

“**NCUA Rules**” means the rules and regulations of the NCUA.

“**Net Disbursement**” means, as to any Loan, the total original sum disbursed to ITT ESI as payment of tuition and other charges, plus all origination and other loan fees, net of any refund or return thereof paid by ITT ESI within sixty (60) days after the disbursement date thereof. The amount of the Net Disbursement on a Loan shall not be reduced for any principal payments made on such Loan, whether by the Borrower, ITT ESI or otherwise (excepting only refunds as aforesaid), or increased for any capitalized interest charges.

“**Offer Price**” has the meaning set forth in the Participation Agreement.

“**Operating Agreement**” means the Operating Agreement of the CUSO, as amended, modified, restated or replaced from time to time.

“**Originating Entity**” means the federal credit union that will originate Loans, sell such Loans to the CUSO, and maintain a Retained Originator Interest in the Loans in each Loan Pool not less than that percentage from time to time required by NCUA Rules or other applicable law.

“Originating Entity Default” shall be deemed to exist if (i) the Originating Entity withdraws from the Program or is expelled from the CUSO; (ii) the Originating Entity fails for any reason to originate any Loan which complies with the Loan Criteria and does not cure such failure within fifteen (15) days after receipt of written notice from the CUSO; (iii) an Event of Default by the Originating Entity exists under the Purchase Agreement; (iv) the Originating Entity ceases doing business or becomes insolvent, or the NCUA becomes liquidator of the assets of the Originating Entity in the event of insolvency; (v) the Originating Entity is no longer able to serve as Originating Entity or originate Loans under the Program; (vi) the Originating Entity becomes a Disassociated Participant; or (vii) the Originating Entity fails at any time to fund or maintain the Retained Originator Interest.

“Origination Agreement” means any agreement entered into between the Originating Entity and the Origination Vendor, with the prior approval of ITT ESI, in connection with which the Originating Entity will engage the Origination Vendor to perform origination and documentation servicing for the Loans.

“Origination Vendor” means any Person performing Loan origination and documentation servicing under the Origination Agreement.

“Participant Schedule” has the meaning set forth in the Participation Agreement.

“Participants” mean the Credit Unions that acquire Participation Interests in the Loans in any Loan Pool, including without limitation the Originating Entity.

“Participation Agreement” means the Participation Agreement entered into between the CUSO and the Participants, as amended, modified, restated or replaced from time to time.

“Participation Commitment Percentage” means, with respect to a Participant, the percentage such Participant’s Estimated Aggregate Participation Commitment bears to the total of all Participants’ Estimated Aggregate Participation Commitments.

“Participation Commitments” means collectively, a Subscriber’s Estimated Aggregate Participation Commitment (as defined in the applicable Subscription Agreement) and Actual Participation Commitments.

“Participation Interest” means, with respect to each Participant, its beneficial ownership interest in each Loan and the related Loan Documents, including such Participant’s right to receive its share of Loan Proceeds on each Payment Date.

“Participation Pledgee” has the meaning set forth in the Participation Agreement.

“Participation Purchase Notice” has the meaning set forth in the Participation Agreement.

“Payment Date” means the 25th day of each month or, if such day is not a Business Day, the following Business Day.

“Percentage Interest” means, with respect to a Member (as defined in the Operating Agreement), the percentage such Member’s Membership Interest bears to the total outstanding Membership Interests.

“Permitted Liens” means (a) Liens of the CUSO, (b) Liens for taxes not delinquent or for taxes being diligently contested in good faith by ITT ESI by appropriate proceedings, (c) Liens arising in the ordinary course of business with respect to obligations which are not due or which are being diligently contested in good faith by ITT ESI by appropriate proceedings, provided such Liens do not, in the aggregate, materially detract from the value of the Collateral, and (d) Liens specifically consented to in writing by the CUSO.

“Person” shall mean any natural person, corporation, association, limited liability company, syndicate, partnership, joint venture, trust, government or agency and department thereof, or any other entity of every kind.

“Pledge” has the meaning set forth in the Participation Agreement.

“Pledging Participant” has the meaning set forth in the Participation Agreement.

“Pro Rata Share” means, with respect to each Participant and the CUSO in relation to each Loan Pool and for any date of determination, a fraction (expressed as a percentage), (i) the numerator of which equals the aggregate principal balance of its Participation Interests or Retained CUSO Interest, as the case may be, in the Loans in such Loan Pool, and (ii) the denominator of which equals the aggregate principal balance of all Participation Interests and the Retained CUSO Interest in the Loans in such Loan Pool.

“Program” means the national financing program established by the CUSO to provide private student loans to Students in accordance with the Program Agreement.

“Program Administrator” means the Person designated from time to time as the “Program Administrator” under the Program Agreement. The initial Program Administrator is TRG.

“Program Agreement” means the Financing Program Agreement, dated as of the Effective Date, between ITT ESI and the CUSO, as amended, modified, restated or replaced from time to time.

“Program Documents” means the Program Agreement, the Participation Agreement, the Subscription Agreements, the Purchase Agreement, the Servicing Agreement(s), the Origination Agreement, the Risk Sharing Agreement, the Security Agreement, the Operating Agreement, the Management Agreement, the Credit Facility Documents (if ITT ESI is Credit Lender), and any other documents or instruments entered into in connection with the Program, and any amendment, modification, restatement or replacement thereof.

“Projected Renewal Participation Commitment” means, with respect to a Subscriber, the sum of the Participation Commitments paid by or credited to such Subscriber for the four (4) Funding Periods immediately preceding a Renewal Term.

“**Purchase Agreement**” means the Loan Purchase and Sale Agreement, dated as of the Effective Date, entered into by the Originating Entity and the CUSO, as amended, supplemented, modified, restated or replaced from time to time.

“**Purchase Option Price**” has the meaning set forth in the Participation Agreement.

“**Purchase Price**” means the principal amount of a Loan purchased by the CUSO, excluding origination fees and expenses.

“**Quarterly Report**” has the meaning set forth in the Participation Agreement.

“**Redirection Notice**” has the meaning set forth in the Participation Agreement.

“**Renewal Term**” means any one (1) year period after the Initial Term in which a Program Document is renewed.

“**representatives**” means, with respect to a party to the applicable Program Document, employees of such party and such party’s agents, representatives and advisors, including without limitation, attorneys, accountants, and financial advisors.

“**Required Information**” means each Claim Package and related Monthly Report.

“**Retained CUSO Interest**” means, with respect to each Loan in a Loan Pool, at any time, the portion thereof that is not then subject to either the Retained Originator Interest or Participation Interests held by Participants.

“**Retained Originator Interest**” means, with respect to each Loan in a Loan Pool, the Originating Entity’s 10% Participation Interest in such Loan. Any interest of the Participants (including the Originating Entity) in any such Loan exceeding the 10% Retained Originator Interest is a regular Participation Interest therein.

“**Risk Sharing Agreement**” means the Risk Sharing Agreement, dated as of the Effective Date, between ITT ESI and the CUSO, as amended, supplemented, modified, restated or replaced from time to time.

“**SEC**” means the United States Securities and Exchange Commission.

“**Securities Account Control Agreement**” means an agreement among ITT ESI, the CUSO and a securities intermediary substantially in the form of *Exhibit 1.1(f)* of the Security Agreement.

“**Security Agreement**” means the Security Agreement, dated as of the Effective Date, by ITT ESI in favor of the CUSO.

“**Security Documents**” means the Security Agreement and any and all other security agreements, assignments, subordination agreements, pledge or hypothecation agreements, instruments, letters of credit, letter-of-credit agreements and documents that are (i) now and/or hereafter existing between the CUSO and ITT ESI, and (ii) that secure any of the Obligations (as defined in the Security Agreement).

“**Servicer**” means the Person obligated pursuant to the Servicing Agreement to, among other things, collect, monitor and report Loan payments, handle late payments and other delinquencies, and remit payments.

“**Servicing Agreement**” means the Servicing Agreement dated as of the Effective Date between the CUSO and the Servicer, as amended, supplemented, modified, or replaced from time to time.

“**Servicing Fee**” means all fees payable to Servicer or Origination Vendor for performing their respective obligations under the Servicing Agreement or the Origination Agreement.

“**Student**” means a student enrolled at one of ITT ESI’s ITT Technical Institutes.

“**Subscriber**” means each Credit Union that is a party to a Subscription Agreement.

“**Subscriber 2010 Funding Year Target**” means, with respect to each Subscriber, the sum of the Subscriber Base Funding Year Target plus the amount (if any) by which the Subscriber Base Funding Year Target exceeded the actual amount that was paid by such Subscriber in Funding Year 2009.

“**Subscriber Base Funding Year Target**” means, with respect to each Subscriber, one-third of such Subscriber’s Estimated Aggregate Participation Commitment (as defined in the applicable Subscription Agreement) for Funding Years 2009, 2010 and 2011.

“**Subscriber Contact**” means, with respect to each Subscriber, such Subscriber’s authorized representative designated in such Subscriber’s Subscription Agreement.

“**Subscriber Shortfall**” means, with respect to a Subscriber, that the payment of the entire Actual Participation Commitment by such Subscriber for any Funding Period would exceed twenty-five percent (25%) of the maximum portion of the Estimated Aggregate Participation Commitment for the applicable Funding Year.

“**Subscriber Shortfall Period**” means a Funding Period in which a Subscriber Shortfall occurs or is to occur.

“**Subscription Agreement**” means each Subscription and Commitment Agreement between the CUSO and a Participant with respect to the Program, as amended, modified, restated or replaced from time to time.

“**Substitute Member**” has the meaning set forth in the Operating Agreement.

“**Substitute Originating Entity**” means a substitute federal credit union or group of federal credit unions, in either case acceptable to ITT ESI, designated by the CUSO to serve as the Originating Entity.

“**Substitute Purchase Agreement**” means a purchase agreement with a Substitute Originating Entity on the same or substantially similar terms as the Purchase Agreement or otherwise approved by the Substitute Originating Entity, the CUSO, and ITT ESI.

“**Term**” means the Initial Term and any Renewal Term(s).

“**TRG**” means The Rochdale Group, Inc., a Kansas corporation.

B. Certain Definitions to be Disregarded. Terms defined in this Schedule and not used or capitalized in the Agreement to which this Schedule is attached shall be disregarded for all purposes in connection with such Agreement (except and to the extent such terms are used in another Program Document referred to in the Agreement to which this Schedule is attached).

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EXHIBIT A-1**Designated Financial Institutions**

A Designated Financial Institution shall at all times be a banking corporation or national banking association organized and doing business under the laws of the United States of America or any state thereof or of the District of Columbia and authorized under such laws to exercise corporate trust powers, having a combined capital and surplus of at least Ten Billion U.S. dollars (\$10,000,000,000) and subject to supervision or examination by federal, state, or District of Columbia authority. If such corporation or national banking association publishes reports of condition at least annually, pursuant to law or to the requirements of the aforesaid supervising or examining authority, then for the purposes hereof, the combined capital and surplus of such corporation or national banking association shall be deemed to be its combined capital and surplus as set forth in its most recent records of condition so published.

ITT ESI may not, nor may any entity directly or indirectly controlling, controlled by, or under common control with ITT ESI, be a Designated Financial Institution, notwithstanding that such corporation or national banking association shall be otherwise eligible and qualified hereunder.

EXHIBIT A-2

Loan Criteria

Student CU Connect Private Student Loan Program Criteria

Program Borrowing Limits

The minimum and maximum amounts that may be borrowed under this Loan Program on a per borrower basis are as follows:

Minimum Loan Amount:	\$1,000 (or any other higher minimum loan amount as applicable by state law)	
Annual Maximum Loan Limit:	Cost of Education less other financial aid	
Aggregate Private Student Loan Program Limits:	Associate degree programs:	\$35,000
	Bachelors degree programs:	\$60,000
	*Resulting in maximum undergraduate (Associate and Bachelors combined):	\$60,000
	Graduate degree programs:	\$25,000
	*Resulting in maximum total of all combined:	\$85,000

Repayment Terms

The minimum monthly principal and interest payment amount will be \$50.00 per account per month.

1) Repayment Plans

While a student is enrolled at an ITT Technical Institute, repayment of principal and interest will be deferred until the circumstances described in the "Repayment Begins" section below occur. During the deferral period the borrower will be sent quarterly statements providing him or her the opportunity to make interest payments. During the deferral period, the borrower can also make principal payments at any time without penalty.

2) Repayment Begins

Repayment of principal and interest on each loan will begin six (6) months after the student graduates, unless the student enrolls in another program at ITT Technical Institute and begins taking courses. For students who do not maintain at least four (4) credit hours in a given quarter for any reason other than graduation, repayment of principal and interest will begin three (3) months after their last day of attendance unless the student re-enrolls in an ITT Technical Institute and begins to take at least four (4) credit hours.

Repayment of principal and interest on each loan will begin, if not already begun pursuant to the terms of the preceding paragraph, on the first day following the seventh (7th) year anniversary of the date of the first disbursement on the loan.

3) Repayment Duration

The term of each loan will be ten (10) years from the date the repayment period begins.

4) Prepayment

The borrower may prepay all or a portion of the loan at any time without penalty.

Student CU Connect Private Student Loan Program Criteria**5) Late Charges**

Borrowers will be assessed a late charge if they fail to make any part of an installment payment within 15 days after it becomes due. The late charge fee will be the lesser of \$10.00 or 5% of the installment.

Program Eligibility and Credit Requirements**1) Eligible Borrower**

The borrower must satisfy all of (a)-(d) below:

- a) Be admitted to, or have graduated from, an ITT Technical Institute undergraduate or graduate program of study.
- b) Be a U.S. Citizen or National, or a Permanent Resident.

AND

If there is a Co-signer, the Co-signer must be a U.S. Citizen or National, or a Permanent Resident.

- c) Meet all credit requirements specified below in Section 3.

OR

Have a credit-worthy co-signer who meets all credit requirements specified below in Section 3.

- d) Be the age of majority, as determined by individual state requirements for the primary borrower's permanent residence, at the time of the loan application.

2) Eligible Loan Periods**Current and Future**

Borrowers can apply for a loan relating to an academic year that begins within twelve (12) months after the loan application date. The first disbursement for a subsequent academic year must also occur within twelve (12) months after the loan application date.

Past Enrollment

Borrowers may borrow funds for previous academic periods during which they were enrolled as long as such borrower has either graduated or is enrolled in an ITT Technical Institute on the loan application date.

3) Credit Requirements

To qualify for a loan, an eligible borrower must satisfy all of the following credit requirements:

- a) No filed bankruptcy, discharged bankruptcy or foreclosure within the twenty-four (24) months immediately preceding the loan application date.
- b) No judgments, charge offs, collections, liens, or repossessions in an aggregate amount of more than five hundred dollars (\$500) within the twenty-four (24) months immediately preceding the loan application date.
- c) No mortgage, student loans, or other installment loans that are currently 90 days or more past due. d) No record of a student loan default, unless the default has been paid in full.
- e) Less than three (3) derogatory credit indications on the borrower's credit report. A derogatory credit indication is defined as a balance of at least five hundred dollars (\$500) that is past due at least ninety (90) days.
- f) A borrower who fails to qualify on his or her own for a loan may be eligible with an eligible co-signer who satisfies all of the credit requirements and who has a credit score of at least 680.

Student CU Connect Private Student Loan Program Criteria

At such time, if any, that the origination vendor of the loans can support it in an automated format, the foregoing (a) and (d) credit requirements will be modified to read instead as follows:

- a) No filed bankruptcy, discharged bankruptcy or foreclosure within the twenty-four (24) months immediately preceding the loan application date unless the borrower has agreed to payment arrangements and made prompt payments for at least the last consecutive 18 months.
- d) No record of a student loan default, unless the default has been paid in full, or the borrower is making satisfactory progress in repaying the loan. Satisfactory progress is defined as: at least twelve (12) consecutive payments made: account is current: repayment history has no gaps: and the IRS Tax Offset Program was not used to pay default.

Notwithstanding the foregoing, a borrower who is otherwise eligible under all of the other provisions of these loan criteria does not need to satisfy all of the foregoing (a) through (f) credit requirements to qualify for a loan if such borrower: (i) received the open account credit provided by ITT Technical Institute (known as its "Temporary Credit" program); (ii) has graduated or is enrolled in any academic quarter other than the first academic quarter of such borrower's first academic year on the loan application date; and (iii) has not declared bankruptcy within the twenty-four (24) months immediately preceding the loan application date.

4) Credit Score

The eligible borrower's FICO Score will determine the interest rate and fee charged on the loan as follows:

Tier	FICO Score	Interest Rate Range	Origination Fee*
1	790+	Prime +0.5%	N/A
2	720-789	Prime +1.5%	2%
3	680-719	Prime +4.0%	3%
4	650-679	Prime +6.0%	5%
5	600-649	Prime +7.0%	7%
6	No credit score	Prime +8.0%	8%
7	599 and below	Prime +10.5%	10%

* Origination fee calculated as a percent of loan amount

Eligible borrowers with an Experian-Fair Isaac Score Code of 9002 or 9003 will be priced as if part of Tier 6 ("No Credit Score").

The origination fee will be credited in full to the borrower if an entire disbursement is refunded within 60 days of the disbursement date.

Notwithstanding the rates and fees set forth in the table above, the annual percentage rate, including the capitalized origination fee, on any loan will not exceed eighteen percent (18%) over the term of the loan, or such other limit under applicable law that may be in effect from time to time.

5) Deferment

a) In School

Principal and interest payments on a loan may be deferred by the borrower during the period that the student is enrolled in an undergraduate or graduate program at an ITT Technical Institute and is taking at least four (4) credit hours. Upon graduation, the student may defer payment of the loan principal and interest for an additional six (6) months ("grace period"). If the student enrolls in another program at an ITT Technical Institute and begins taking courses before or after the end of such six (6) months, the deferral will continue or begin again, as applicable, until such time as repayment is to begin under the terms of these loan criteria. Students whose enrollment terminates prior to graduation, or who are taking less than four (4) credit hours, will have a three (3) month grace period before principal and interest payments begin.

Student CU Connect Private Student Loan Program Criteria

If the student re-enrolls in an ITT Technical Institute and begins to take at least four (4) credit hours before or after the end of such three (3) month period, the deferral will continue or begin again, as applicable, until such time as repayment is to begin under the terms of these loan criteria. Borrowers will receive quarterly statements while enrolled.

b) Military

A military deferment will be available for a period during which a borrower is serving on active duty during a war or other military operation or national emergency, or performing qualifying National Guard duty during a war or other military operation or national emergency ("Qualifying Duty"). A borrower who is a member of the National Guard or other reserve component of the U. S. Armed Forces (current or retired) and who begins serving Qualifying Duty while enrolled at ITT Technical Institute, or within six (6) months after having been enrolled, is eligible to defer paying any principal or interest on a loan during the Qualifying Duty service and during the 13 months following the conclusion of the Qualifying Duty service, or until the date that the borrower returns to an enrolled student status at ITT Technical Institute, whichever is earlier.

6) Forbearance

A borrower may request a forbearance of the payment of principal and interest on a loan, which Student CU Connect CUSO will grant in its sole discretion. Any single forbearance in the payment of a loan may not exceed three (3) months, and all forbearances granted with respect to a loan may not, in aggregate, exceed twelve (12) months over the life of the loan. If the borrower is delinquent at the time a forbearance is granted, all past due interest on the loan will be capitalized.

7) Interest Rate

Interest will accrue at a variable rate, beginning on the date that any portion of the loan is disbursed, on the outstanding principal balance, including any capitalized interest and origination fees. The variable rate may change monthly on the first day of each month based on the Prime Rate as of the third to last business day of the immediately preceding month. The Prime Rate is defined as the highest U.S. Prime Rate published in *The Wall Street Journal* "Money Rates" section.

The applicable interest rate will be rounded to the nearest one-eighth of one percent (0.125%). In the event of a change in the Prime Rate, monthly payments will be calculated based on the then current principal balance, the remaining term of the loan, and the then current interest rate, based on a 365.25-day calendar year and will not vary in leap years.

Notwithstanding any other provisions herein, at no time will the applicable interest rate, inclusive of the capitalized origination fee, be such that the annual percentage rate on any loan exceeds eighteen percent (18%) or such other limit under applicable law as in effect from time to time.

8) Co-Signer Eligibility

To be eligible to co-sign a loan, a co-signer must have a FICO score of at least 680 and satisfy other criteria specified above in Sections 1 (other than 1(a)) and 3. Loans with an eligible co-signer will be charged interest and fees at the Tier 4 level in Section 4 above.

9) Default & Charge-Off

A loan will be in reportable default if any principal or interest payment under the loan is sixty (60) days past due.

A loan will be charged off if payments under the loan are due and not received for a period of one hundred and eighty (180) days.

EXHIBIT 6.1**SECURITY AGREEMENT**

THIS **SECURITY AGREEMENT** (with all amendments, modifications and supplements hereto, collectively this "**Agreement**") dated as of February 20, 2009, by ITT EDUCATIONAL SERVICES, INC., a Delaware corporation ("**ITT ESI**") in favor of STUDENT CU CONNECT CUSO, LLC, a Delaware limited liability company operating as a credit union service organization (the "**CUSO**").

RECITALS

The following are a material part of this Agreement:

A. ITT ESI and the CUSO are parties to the Risk Sharing Agreement.

B. Pursuant to the Risk Sharing Agreement, ITT ESI has agreed to provide a guarantee for Loans upon and subject to the terms and conditions of the Risk Sharing Agreement.

C. One of the terms and conditions of the Risk Sharing Agreement is that, so long as any ITT ESI Risk Loan remains outstanding, ITT ESI shall secure its obligations under Article III of the Risk Sharing Agreement with respect to each Loan Pool containing such Loans by pledging, as provided herein, collateral in the form of cash, government or agency securities and/or one or more letters of credit.

NOW, THEREFORE, in consideration of the mutual covenants contained herein, ITT ESI and the CUSO do hereby agree as follows:

**ARTICLE I
CONSTRUCTION AND DEFINITION OF TERMS**

SECTION 1.1 Terms used in this Agreement and not otherwise specifically defined herein shall have the respective meanings provided in Schedule A (which is attached to and made a part of this Agreement). All terms used without definition herein and which are defined by the Indiana Uniform Commercial Code shall have the meanings assigned to them by the Indiana Uniform Commercial Code, as in effect on the date hereof, unless and to the extent varied by this Agreement. Whenever the phrase "satisfactory to the CUSO" is used in this Agreement such phrase shall mean "satisfactory to the CUSO in its reasonable discretion." The use of any gender or the neuter herein shall also refer to the other gender or the neuter and the use of the plural shall also refer to the singular, and vice versa. In addition, unless the context otherwise requires, when used herein, the following terms shall have the following meanings:

(a) “**Collateral**” means ITT ESI’s described personal property, both now owned and hereafter acquired, if and to the extent the same is identified in a Deposit Account Control Agreement, a Securities Account Control Agreement or a Letter of Credit, and all proceeds and products of all of the foregoing.

(b) “**Deposit Account Control Agreement**” means a Deposit Account Control Agreement, among ITT ESI, the CUSO and a Designated Financial Institution substantially in form of *Exhibit 1.1(b)* attached hereto.

(c) “**Event of Default**” has the meaning provided in *Article VI* hereof.

(d) “**Non-Renewal Notice**” means a notice of non-renewal given by the issuer of a Letter of Credit as provided in *Section 2.2(f)*.

(e) “**Obligations**” mean the full and punctual observance and performance of all present and future duties, covenants, liabilities and responsibilities due to the CUSO by ITT ESI under (i) Article III of the Risk Sharing Agreement and (ii) the Security Documents, whether or not any instrument or agreement relating thereto specifically refers to this Agreement, as well as all renewals, consolidations, re-castings and extensions of any of the foregoing, the parties acknowledging that the nature of the relationship created hereby contemplates the incurrence of Obligations by ITT ESI to the CUSO pursuant to the Risk Sharing Agreement and the Security Documents after the date hereof.

(f) “**Securities Account Control Agreement**” means an agreement among ITT ESI, the CUSO and a securities intermediary substantially in the form of *Exhibit 1.1(f)* attached hereto.

ARTICLE II SECURITY

SECTION 2.1 Security Interest. As security for the payment and performance of all of the Obligations with respect to each Loan Pool, ITT ESI hereby assigns, pledges and grants to the CUSO a continuing security interest in the Loan Pool Collateral for such Loan Pool. The CUSO’s security interest in Loan Pool Collateral for any Loan Pool shall continually exist until all Obligations with respect to such Loan Pool have been satisfied (whether paid, terminated or otherwise discharged). It is expressly understood and agreed that Loan Pool Collateral for each Loan Pool is separate and distinct and, unless otherwise expressly agreed to in writing by ITT ESI, shall not secure any Obligations with respect to any other Loan Pool.

SECTION 2.2 Covenants and Representations Concerning Collateral. With respect to all of the Collateral, ITT ESI covenants, warrants and represents that:

- (a) No financing statement covering any of the Collateral is on file in any public office or financing records except for financing statements in favor of the CUSO and ITT ESI is the legal and beneficial owner of all of the Collateral, free and clear of all Liens, except for Permitted Liens.
- (b) The security interest granted the CUSO hereunder shall constitute a first priority Lien upon the Collateral. Except and to the extent permitted under the Risk Sharing Agreement or any applicable Security Document, ITT ESI shall not, and the CUSO does not authorize ITT ESI to, sell, assign or otherwise dispose of any interest in the Collateral. ITT ESI shall not, without the CUSO's prior written consent, permit any other Lien or claim or right of any third party, to be created or remain on the Collateral excepting only Permitted Liens.
- (c) ITT ESI will notify the CUSO in writing of any litigation directly involving any of the Collateral which ITT ESI knows or has reason to believe is pending or threatened. ITT ESI will promptly pay when due all taxes and all other such charges and fees affecting or arising out of or relating to the Collateral and shall defend the Collateral, at ITT ESI's sole expense, against all claims and demands of any Persons claiming any interest in the Collateral adverse to the CUSO.
- (d) ITT ESI shall do, make, execute and deliver all such additional and further acts, things, deeds, assurances, instruments and documents as the CUSO may from time to time reasonably request to vest in and assure to the CUSO its rights hereunder or in any of the Collateral, including, without limitation, placing legends on Collateral or on books and records pertaining to Collateral stating that the CUSO has a security interest therein.
- (e) ITT ESI shall cooperate with the CUSO to obtain and keep in effect a Deposit Account Control Agreement with respect to each deposit account, and a Securities Account Control Agreement with respect to all investment property that is a part of the Collateral.
- (f) If any Obligation shall be secured by a Letter of Credit, such Letter of Credit shall be for a term of not less than one (1) year and provide that such term shall be automatically extended for successive one (1) year terms unless, not less than sixty (60) days prior to the then applicable expiration date thereof, the issuer delivers written notice (to both the CUSO and to ITT ESI) of the issuer's unwillingness to extend such expiration date. Such Letter of Credit shall provide that it may be drawn by one or more sight drafts, each accompanied by a signed statement in the form provided in *Exhibit 2.2(f)* attached hereto.
- (g) ITT ESI authorizes the CUSO to file financing statements covering the Collateral and containing such legends as the CUSO shall reasonably deem necessary or desirable to perfect and continue perfection of the CUSO's security interest in the Collateral.

(h) ITT ESI shall not file any amendments, correction statements or termination statements concerning the Collateral without the prior written consent of the CUSO.

SECTION 2.3 Care of Collateral. ITT ESI shall have all risk of loss of the Collateral. The CUSO shall have no liability or duty, express or implied, either before or after the occurrence of an Event of Default, on account of loss of or damage to, to collect or enforce any of its rights against, the Collateral, to collect any income accruing on the Collateral, or to preserve rights against ITT ESI or other Persons with prior interests in the Collateral. If the CUSO actually receives any notices requiring action with respect to any Collateral in the CUSO's possession, the CUSO shall take reasonable steps to forward such notices to ITT ESI. ITT ESI is responsible for responding to notices concerning the Collateral, voting the Collateral, and exercising rights and options, calls and conversions of the Collateral. The CUSO's sole responsibility is to take such action as is reasonably requested by ITT ESI in writing, however, the CUSO is not responsible to take any action that, in the CUSO's reasonable judgment, would adversely affect the value of the Collateral as security for the Obligations. While the CUSO is not required to take certain actions, if action is needed, in the CUSO's sole discretion, to preserve and maintain the Collateral, ITT ESI authorizes the CUSO to take such actions, but the CUSO is not obligated to do so.

ARTICLE III REPRESENTATIONS AND WARRANTIES

To induce the CUSO to enter into this Agreement, ITT ESI represents and warrants to the CUSO that:

SECTION 3.1 State of Incorporation and Legal Name. ITT ESI's state of incorporation and exact legal name are set forth in the first paragraph of this Agreement.

SECTION 3.2 Good Standing. ITT ESI is a corporation duly organized, legally existing and in good standing under the laws of the State of its incorporation.

Section 3.3 Authority. ITT ESI has full power and authority to enter into this Agreement, to execute and deliver all documents and instruments required hereunder and to incur and perform the obligations provided for herein, all of which have been duly authorized by all necessary and proper corporate and other action, and no consent or approval of any Person, which has not been obtained is required as a condition to the validity or enforceability hereof or thereof.

SECTION 3.4 Binding Agreements. This Agreement has been duly and properly executed by ITT ESI, constitutes the valid and legally binding obligation of ITT ESI and is fully enforceable against ITT ESI in accordance with its terms, subject only to laws affecting the rights of creditors generally and application of general principles of equity.

SECTION 3.5 No Conflicting Agreements. Neither the execution, delivery and performance by ITT ESI of this Agreement and any Deposit Account Control Agreement and/or Securities Account Control Agreement, nor ITT ESI's procurement and delivery to the CUSO of any Letter of Credit will (a) violate (i) any provision of law or any order, rule or regulation of any court or agency of government, (ii) any award of any arbitrator, (iii) the Charter or Bylaws of ITT ESI, or (iv) any indenture, contract, agreement, mortgage, deed of trust or other instrument to which ITT ESI is a party or by which ITT ESI or any of its property is bound, or (b) be in conflict with, result in a breach of or constitute (with due notice and/or lapse of time) a material default under, any such award, indenture, contract, agreement, mortgage, deed of trust or other instrument, or result in the creation or imposition of any Lien upon the Collateral except for Liens created in favor of the CUSO under or pursuant to this Agreement.

SECTION 3.6 Perfection and Priority of Collateral. The CUSO has or upon proper recording of any financing statement, execution of any Deposit Account Control Agreement, Securities Account Control Agreement or delivery of Collateral to the CUSO's possession, will have and will continue to have as security for the Obligations, a valid and perfected Lien on and security interest in all Collateral.

ARTICLE IV AFFIRMATIVE COVENANTS

ITT ESI covenants and agrees with the CUSO that, until (a) all Obligations have been satisfied in full, (b) there exists no commitment by the CUSO which could give rise to any additional Obligations, and (c) all security interests granted the CUSO hereunder have terminated, ITT ESI will:

SECTION 4.1 Further Assurances and Corrective Instruments. Promptly execute, acknowledge and deliver, or cause to be executed, acknowledged and delivered, to the CUSO from time to time such supplements hereto and such other instruments and documents as may be reasonably requested by the CUSO to protect and preserve the Collateral, the CUSO's security interest therein, perfection of the CUSO's security interest and/or the CUSO's rights and remedies hereunder.

SECTION 4.2 Collateral Information. Deliver to the CUSO promptly upon the CUSO's request, and periodically if the CUSO shall so require, such written statements, schedules or reports concerning the Collateral in such form, containing such information and accompanied by such documents as the CUSO may from time to time reasonably request.

ARTICLE V NEGATIVE COVENANTS

ITT ESI covenants and agrees with the CUSO that, until (a) all Obligations have been satisfied in full and (b) there exists no commitment by the CUSO which could give rise to any additional Obligations and (c) all security interests granted the CUSO hereunder have terminated, ITT ESI will not, directly or indirectly:

Section 5.1 Liens. Without the CUSO's prior written consent, create, incur, assume or permit to exist, directly or indirectly, any Lien (other than Permitted Liens) upon any Collateral.

SECTION 5.2 Change of Name. Except upon prior written notice to the CUSO, change the name of ITT ESI.

**ARTICLE VI
EVENTS OF DEFAULT**

The occurrence of any one or more of the following events shall constitute an “*Event of Default*” (and, unless otherwise indicated, such event shall constitute an “Event of Default” only with respect to the Loan Pool to which it relates and the occurrence of such relating only to a Loan Pool shall not vest in the CUSO any rights or remedies with respect to any other Loan Pool or any Loan Pool Collateral for any other Loan Pool):

SECTION 6.1 Failure to Pay. The failure of ITT ESI to pay any of the Obligations after the same is due and payable (whether by acceleration, declaration, extension or otherwise) within thirty (30) days after written notice to ITT ESI specifying such failure (including each amount unpaid and the Loan Pool to which it relates).

SECTION 6.2 Covenants and Agreements. The failure of ITT ESI to perform, observe or comply with any of its covenants set forth in this Agreement or any of the other Security Documents.

SECTION 6.3 Information, Representations and Warranties. If any representation or warranty made herein or if any information contained in any financial statement, application, schedule, report or any other document given by ITT ESI in connection with the any of the Collateral is not in all material respects true and accurate or if ITT ESI omitted to state any material fact or any fact necessary to make such information not materially misleading.

SECTION 6.4 Default under Risk Sharing Agreement. The occurrence of an Event of Default under the Risk Sharing Agreement by ITT ESI (which shall be deemed an Event of Default as to all Loan Pools and all Loan Pool Collateral).

SECTION 6.5 Adverse Change in Value of Collateral. The determination in good faith by the CUSO that the value of any Loan Pool Collateral has declined to an amount less than the amount that ITT ESI is required to maintain pursuant to *Article VI* of the Risk Sharing Agreement (a “*Collateral Deficiency*”) and ITT ESI’s failure to provide additional Collateral having a then current fair market value at least equal to such deficiency within thirty (30) days after written notice thereof to ITT ESI.

ARTICLE VII
RIGHTS AND REMEDIES

SECTION 7.1 Rights and Remedies of the CUSO. Upon and after the occurrence of an Event of Default with respect to any Loan Pool, the CUSO may, without notice or demand, exercise, in any jurisdiction in which enforcement hereof is sought, the following rights and remedies with respect to the related Loan Pool Collateral, in addition to the rights and remedies available to the CUSO under the Security Documents, the rights and remedies of a secured party under the Uniform Commercial Code and all other rights and remedies available to the CUSO under applicable law, all such rights and remedies being cumulative and enforceable alternatively, successively or concurrently:

- (a) Institute any proceeding or proceedings to enforce the Obligations and any Liens of the CUSO respecting the subject Loan Pool and related Loan Pool Collateral.
- (b) Take possession of the related Loan Pool Collateral.
- (c) Enforce ITT ESI's rights against any other obligor on any related Loan Pool Collateral.

SECTION 7.2 Power of Attorney. Effective upon the occurrence of an Event of Default with respect to any Loan Pool, ITT ESI hereby designates and appoints the CUSO and its designees as attorney-in-fact of ITT ESI, irrevocably and with power of substitution, with authority to endorse ITT ESI's name on any notes, acceptances, checks, drafts, money orders, instruments or other evidences of payment or proceeds of the related Loan Pool Collateral that may come into the CUSO's possession; to execute proofs of claim and loss; and to perform all other acts necessary and advisable, in the CUSO's sole discretion, to carry out and enforce this Agreement and the Security Documents as to the applicable Loan Pool and related Loan Pool Collateral. All acts of said attorney or designee are hereby ratified and approved by ITT ESI and said attorney or designee shall not be liable for any acts of commission or omission nor for any error of judgment or mistake of fact or law, excepting only any acts, errors or mistakes resulting from the gross negligence or willful misconduct of said attorney or designee. This power of attorney is coupled with an interest and is irrevocable so long as any of the Obligations remain unpaid or unperformed or there exists any commitment by the CUSO which could give rise to any Obligations.

SECTION 7.3 Notice of Disposition of Collateral and Disclaimer of Warranties. It is mutually agreed that commercial reasonableness and good faith require the CUSO to give ITT ESI not less than ten (10) days prior written notice of the time and place of any public disposition of any Collateral or of the time after which any private disposition or any other intended disposition is to be made.

SECTION 7.4 Costs and Expenses. ITT ESI shall pay to the CUSO on demand the amount of all expenses paid or incurred by the CUSO after occurrence of an Event of Default, including attorneys' fees and court costs, in exercising or enforcing any of its rights, under any of the Security Documents or under applicable law. The provisions of this Subsection shall survive the termination of this Agreement and the CUSO's security interest hereunder and the payment of all Obligations.

SECTION 7.5 Letters of Credit. In the event of an Event of Default with respect to a Loan Pool secured by a Letter of Credit as to which action is permitted pursuant to *Article VIII*, the CUSO shall draw on such Letter of Credit only so much as shall be necessary to cure such Event of Default. However, if, by the terms of any Letter of Credit, the CUSO is permitted to draw the same on account of a failure to extend the expiration date thereof or provide a substitute Letter of Credit therefor, the CUSO shall hold and apply the proceeds thereof in the same manner as provided in *Section 7.6* with respect to excess proceeds of Loan Pool Collateral.

SECTION 7.6 Application of Proceeds. Notwithstanding anything to the contrary provided in or implied from this Agreement, proceeds of Loan Pool Collateral shall be applied to ITT ESI Risk Payments due but not yet paid related to such Loan Pool and any excess proceeds thereof shall be held by the CUSO in an interest bearing account, maintained at a Designated Financial Institution. Such excess proceeds (including all interest) shall be applied to future ITT ESI Risk Payments due but not yet paid related to such Loan Pool until no further Loans in such Loan Pool remain subject to ITT's obligation pursuant to Article III of the Risk Sharing Agreement. Within ten (10) days thereafter, the CUSO shall remit any and all remaining proceeds to ITT ESI. To the extent proceeds are applied to ITT ESI Risk Payments due pursuant to Article III of the Risk Sharing Agreement but not yet paid, Article IV thereof shall apply to proceeds thereof thereafter received by the CUSO. The CUSO may defer the application of non-cash proceeds of Collateral to the Obligations until cash proceeds are actually received by the CUSO.

ARTICLE VIII ORDER OF LIQUIDATION AND APPLICATION OF COLLATERAL

Notwithstanding anything to the contrary provided in or to be implied from this Agreement or any of the other Security Documents, upon occurrence of an Event of Default, any right of the CUSO to take action to enforce Liens on or otherwise with respect to any related Loan Pool Collateral shall be taken in the following order:

- (a) first with respect to Loan Pool Collateral other than Letters of Credit; and
- (b) if and to the extent any Obligations with respect to the subject Loan Pool remain unsatisfied, with respect to Letters of Credit that are related Loan Pool Collateral.

ARTICLE IX
MISCELLANEOUS

SECTION 9.1 Performance for ITT ESI. The CUSO may, in the CUSO's sole discretion, but the CUSO shall not be obligated to, whether or not an Event of Default shall have occurred, advance funds on behalf of ITT ESI, upon not less than ten (10) days prior written notice to ITT ESI, in order to insure ITT ESI's compliance with any covenant, warranty, representation or agreement of ITT ESI made in or pursuant to any of the Security Documents, or to preserve or protect any right or interest of the CUSO in the Collateral or under or pursuant to this Agreement or any of the Security Documents, including, without limitation, the payment of any taxes and the satisfaction or discharge of any judgment or any Lien upon the Collateral; provided, however, that the making of any such advance by the CUSO shall not constitute a waiver by the CUSO of any Event of Default with respect to which such advance is made nor relieve ITT ESI of any such Event of Default. ITT ESI shall pay to the CUSO upon demand all such advances made by the CUSO. All such advances shall be deemed to be included in the Obligations to which they relate and secured by the security interest in the related Loan Pool Collateral; provided, however, that the provisions of this Subsection shall survive the termination of this Agreement and the CUSO's security interest hereunder and the payment of all other Obligations.

SECTION 9.2 Waivers by ITT ESI. ITT ESI waives, to the extent the same may be waived under applicable law: (a) notice of acceptance of this Agreement; and (b) upon the occurrence of any Event of Default, with respect to any Loan Pool (i) all rights of redemption of ITT ESI with respect to the related Loan Pool Collateral, (ii) presentment, demand for payment, protest and notice of non-payment and all exemptions with respect to such Loan Pool and/or the related Loan Pool Collateral, (iii) any and all other notices or demands which by applicable law must be given to or made upon ITT ESI by the CUSO with respect to such Loan Pool and/or the related Loan Pool Collateral, (iv) settlement, compromise or release of the obligations of any person primarily or secondarily liable upon any of the Obligations with respect to such Loan Pool and/or the related Loan Pool Collateral, and (v) substitution, impairment, exchange or release of any related Loan Pool Collateral. Subject to the provisions of **Section 2.1** and **Article VIII** hereof, ITT ESI agrees that the CUSO may exercise any or all of its rights and/or remedies under the Security Documents and under applicable law without resorting to and without regard to any Collateral or other sources of liability with respect to any of the Obligations.

SECTION 9.3 Release and Termination. Within ten (10) days following both all Obligations having been satisfied in full as to any Loan Pool (whether paid, terminated or otherwise discharged) and there existing no commitment by the CUSO that could give rise to any additional Obligations as to such Loan Pool, the CUSO shall (i) release control of any security interest in all related Collateral perfected by control (including without limitation providing notice to the depository institution or intermediary of termination of any subject Deposit Account Control Agreement or Securities Account Control Agreement), (ii) return all Letters of Credit related thereto to ITT ESI, and (iii) terminate any financing statement filed against the related Collateral.

SECTION 9.4 Waivers. Neither any failure nor any delay on the part of any party in exercising any right, power or remedy, under any of the Security Documents or under applicable law shall operate as a waiver thereof by such party, nor shall a single or partial exercise thereof by any party preclude any other or further exercise thereof or the exercise of any other right, power or remedy by such party.

SECTION 9.5 Modifications. No modifications or waiver of any provision of any of the Security Documents shall in any event be effective unless the same shall be in writing signed by both parties, and then such waiver or consent shall be effective only in the specific instance and for the purpose for which given. No notice to or demand upon ITT ESI in any case shall entitle ITT ESI to any other or further notice or demand in the same, similar or other circumstances related.

SECTION 9.6 Notices. Any notice, request or other communication in connection with this Agreement shall be subject to the provisions of the Risk Sharing Agreement concerning notice.

SECTION 9.7 Applicable Law and Consent to Jurisdiction. The performance and construction of the Security Documents shall be governed by the laws of the State of Indiana.

SECTION 9.8 Survival: Successors and Assigns. All covenants, agreements, representations and warranties made in any of the Security Documents shall survive the execution and delivery thereof, and shall continue in full force and effect until all Obligations have been satisfied in full (whether paid, terminated or otherwise discharged), and there exists no commitment by the CUSO which could give rise to any Obligations. Whenever in this Agreement any of the parties hereto is referred to, such reference shall be deemed to include the successors and assigns of such party. The CUSO shall not assign the Risk Sharing Agreement, any of the Security Documents and/or all or any part of its security interest in the Collateral without ITT ESI's express prior written consent, which consent may be withheld or delayed for any reason or for no reason. All covenants, agreements, representations and warranties by or on behalf of ITT ESI which are contained in any of the Security Documents shall inure to the benefit of the CUSO, its successors and assigns. ITT ESI may not assign this Agreement or any of its rights hereunder without the prior written consent of the CUSO which consent shall not be unreasonably withheld or delayed.

SECTION 9.9 Severability. If any term, provision or condition, or any part thereof, of this Agreement or any of the Loan Documents shall for any reason be found or held invalid or unenforceable by any court or governmental agency of competent jurisdiction, such invalidity or unenforceability shall not affect the remainder of such term, provision or condition nor any other term, provision or condition, and this Agreement and the Security Documents shall survive and be construed as if such invalid or unenforceable term, provision or condition had not been contained therein.

SECTION 9.10 Merger and Integration. The Security Documents (with the Risk Sharing Agreement and the Program Documents) contain the entire agreement of the parties hereto with respect to the matters covered and the transactions contemplated hereby, and no other agreement, statement or promise made by any party hereto, or by any employee, officer, agent or attorney of any party hereto, which is not contained herein shall be valid or binding.

SECTION 9.11 Counterparts. This Agreement may be executed in any number of counterparts and by different parties hereto on separate counterparts, each of which, when so executed and delivered, shall be an original, but all such counterparts shall together constitute one and the same instrument.

SECTION 9.12 Headings. The headings and sub-headings contained in the titling of this Agreement are intended to be used for convenience only and shall not be used or deemed to limit or diminish any of the provisions hereof.

IN WITNESS WHEREOF, the parties hereto have executed or caused this Agreement to be executed as of the date first above written.

ITT EDUCATIONAL SERVICES, INC.

By: _____
Name: _____
Title: _____

EXHIBIT 1.1(b)

TO

SECURITY AGREEMENT**DEPOSIT ACCOUNT CONTROL AGREEMENT**

Deposit Account Control Agreement (this “*Agreement*”), dated as of <DATE>, 20 , by and among STUDENT CU CONNECT CUSO, LLC, a Delaware limited liability company (“*Secured Party*”); ITT EDUCATIONAL SERVICES, INC., a Delaware corporation (“*Debtor*”); and <NAME OF BANK> with an address at <ADDRESS OF BANK> (“*Bank*”).

PREAMBLE:

Debtor has granted Secured Party a security interest in a deposit account maintained by Bank for Debtor. The parties are entering into this agreement to perfect Secured Party’s security interest in that account.

TERMS:

Section 1. **The Account.** Bank maintains a deposit account for Debtor, currently numbered <NUMBER> and titled <TITLE OF ACCOUNT> (as such account may be renumbered or retitled, the “*Account*”). All parties agree that the Account is a “*deposit account*” within the meaning of Article 9 of the Uniform Commercial Code of the State of Indiana (the “*UCC*”).

Section 2. **Control.** Bank will comply with instructions originated by Secured Party directing disposition of the funds in the Account without further consent by Debtor. Except as provided below, Bank will not permit the withdrawal or other disposition of any funds in the Account by Debtor without Secured Party’s prior written consent. Until such time as Secured Party delivers a written notice to Bank that Secured Party is thereby exercising exclusive control over the Account (a “*Notice of Exclusive Control*”), Bank will (i) distribute to ITT ESI monthly all earnings on the Account and (ii) comply with instructions directing the disposition of funds in the Account originated by Debtor or its authorized representatives and accompanied by a certification from an officer of Debtor to the effect that such disposition will not cause Debtor to be in violation of its collateralization obligations pursuant to Article VI of that certain Risk Sharing Agreement between Debtor and Creditor dated <DATE>, 2009, as from time to time amended, modified or supplemented. Bank will send a copy of any Notice of Exclusive Control that it receives to Debtor within three (3) business days after receipt thereof. After Bank receives a Notice of Exclusive Control and has had reasonable opportunity to comply, it will cease complying with instructions concerning the Account or funds on deposit therein originated by Debtor or its representatives. Bank has not and will not agree with any third party to comply with instructions or other directions concerning the Account or the disposition of funds in the Account originated by such third party without the prior written consent of Secured Party and Debtor.

Section 3. **Subordination Of Bank's Security Interest.** Bank hereby subordinates all security interests, encumbrances, claims and rights of setoff it may have, now or in the future, against the Account or any funds in the Account other than in connection with the payment of Bank's customary fees and charges pursuant to its agreement with Debtor and for the reversal of provisional credits.

Section 4. **Statements, Confirmations And Notices Of Adverse Claims.** Bank will send copies of all statements concerning the Account to each of Debtor and Secured Party at the addresses set forth following their signatures hereto. Bank will provide Secured Party with such information concerning the Account as Secured Party shall from time to time request, provided Debtor would otherwise be entitled to such information. Upon receipt of written notice of any lien, encumbrance or adverse claim against the Account or any funds credited thereto, Bank will make reasonable efforts promptly to notify Secured Party and Debtor thereof.

Section 5. **Bank's Responsibility.** Except for acting on Debtor's instructions in violation of **Section 2** above, Bank shall have no responsibility or liability to Secured Party for complying with instructions concerning the Account from Debtor or Debtor's authorized representatives which are received by Bank before Bank receives a Notice of Exclusive Control and has had reasonable opportunity to act on it. Bank shall have no responsibility or liability to Debtor for complying with a Notice of Exclusive Control or complying with instructions concerning the Account originated by Secured Party, and shall have no responsibility to investigate the appropriateness of any such instruction or Notice of Exclusive Control, unless (i) Bank takes the action after it is served with an injunction, restraining order or other legal process enjoining it from doing so issued by a court of competent jurisdiction and had reasonable opportunity to act on the injunction, restraining order or other legal process or (ii) Bank acts in collusion with Secured Party in violating Debtor's rights.

Section 6. **Indemnity.** Debtor and Secured Party hereby agree to indemnify and hold harmless Bank, its directors, officers, agents and employees against any and all claims, causes of action, liabilities, lawsuits, demands and damages, including without limitation, any and all court costs and reasonable attorney's fees, in any way related to or arising out of or in connection with this Agreement or any action taken or not taken by Bank pursuant to the terms of this Agreement, except to the extent caused by Bank's gross negligence or willful misconduct or Bank's breach of any of the provisions hereof.

Section 7. **Customer Agreement.** In the event of a conflict between this Agreement and any other agreement between the Bank and the Debtor relating to the Account, the terms of this Agreement will prevail; provided, however, that this Agreement shall not alter or affect any mandatory arbitration provision currently in effect between Bank and Debtor pursuant to a separate agreement.

Section 8. **Termination.** This Agreement shall continue in effect until Secured Party has notified Bank in writing that this Agreement, or its security interest in the Account, is terminated.

Upon receipt of such notice, the obligations of Bank hereunder with respect to the operation and maintenance of the Account after the receipt of such notice shall terminate, Secured Party shall have no further right to originate instructions concerning the Account and any previous Notice of Exclusive Control delivered by Secured Party shall be deemed to be of no further force and effect.

Section 9. Complete Agreement; Amendments. This Agreement sets forth the entire agreement of the parties with respect to the subject matter hereof, and, subject to **Section 7** above supersedes any prior agreement and contemporaneous oral agreements of the parties concerning its subject matter. No amendment, modification or (except as otherwise specified in **Section 8** above) termination of this Agreement, nor any assignment of any rights hereunder (except to the extent contemplated under **Section 12** below), shall be binding on any party hereto unless it is in writing and is signed by each of the parties hereto, and any attempt to so amend, modify, terminate or assign except pursuant to such a writing shall be null and void. No waiver of any rights hereunder shall be binding on any party hereto unless such waiver is in writing and signed by the party against whom enforcement is sought.

Section 10. Governing Law. This Agreement and the agreement governing the Account shall be governed by and construed in accordance with the law of the State of Indiana. The parties agree that said State of Indiana is the "bank's jurisdiction" for purposes of the UCC.

Section 11. Severability. To the extent a provision of this Agreement is unenforceable, this Agreement will be construed as if the unenforceable provision were omitted.

Section 12. Successors And Assigns. The terms of this Agreement shall be binding upon, and shall inure to the benefit of, the parties hereto and their respective successors, heirs and personal representatives. This Agreement may be assigned by Secured Party to any successor of Secured Party under and only as permitted in its Security Agreement with Debtor, provided that written notice thereof is given by Secured Party to Bank.

Section 13. Notices. Except as otherwise expressly provided herein, any notice, order, instruction, request or other communication required or permitted to be given under this Agreement shall be in writing and deemed to have been properly given when delivered in person, or when sent by telecopy or other electronic means and electronic confirmation of error-free receipt is received or upon receipt of notice sent by certified or registered United States mail, return receipt requested, postage prepaid, addressed to the party at the address set forth after such party's signature hereto. Any party may change its address for notices in the manner set forth above.

Section 14. Jury Waiver. EACH PARTY WAIVES ITS RIGHT TO A JURY TRIAL WITH RESPECT TO ANY ACTION OR CLAIM ARISING OUT OF ANY DISPUTE IN CONNECTION WITH THIS AGREEMENT, ANY RIGHTS, REMEDIES, OBLIGATIONS, OR DUTIES HEREUNDER, OR THE PERFORMANCE OR ENFORCEMENT HEREOF OR THEREOF.

Section 15. **Counterparts.** This Agreement may be executed in any number of counterparts, all of which shall constitute one and the same instrument, and any party hereto may execute this Agreement by signing and delivering one or more counterparts.

IN WITNESS WHEREOF, the parties have caused this Agreement to be executed by their respective officers thereunto duly authorized as of the date first above written.

SIGNATURES:

SECURED PARTY:

STUDENT CU CONNECT CUSO, LLC,

By: _____
Name: _____
Title: _____
Address: 8700 Indian Creek Parkway, Suite 120
Overland Park, Kansas 66210
Attention: Tony Ferris

DEBTOR:

ITT EDUCATIONAL SERVICES, INC.

By: _____
Name: _____
Title: _____
Address: Chief Financial Officer
ITT Educational Services, Inc.
13000 North Meridian Street
Carmel, IN 46032-1404

BANK:

<BANK>

By: _____
Name: _____
Title: _____

EXHIBIT 1.1(f)**TO****SECURITY AGREEMENT****SECURITIES ACCOUNT CONTROL AGREEMENT**

Securities Account Control Agreement (this "**Agreement**"), dated as of <DATE>, 20____, by and among STUDENT CU CONNECT CUSO, LLC, a Delaware limited liability company ("**Secured Party**"); ITT EDUCATIONAL SERVICES, INC., a Delaware corporation ("**Debtor**"); and <NAME OF SECURITIES INTERMEDIARY> with an address at <ADDRESS OF SECURITIES INTERMEDIARY> ("**Intermediary**").

PREAMBLE:

Debtor has granted Secured Party a security interest in a securities account maintained by Intermediary for Debtor. The parties are entering into this Agreement to perfect Secured Party's security interest in that account.

TERMS:

Section 1. **The Account.** Intermediary represents and warrants to Secured Party that:

1.1 Intermediary maintains a securities account number <NUMBER> for Debtor titled <TITLE OF ACCOUNT> (as such account may be renumbered or retitled, the "**Account**").

1.2 **Exhibit A** is a statement produced by Intermediary in the ordinary course of its business regarding the property credited to the Account at the statement's date. Intermediary does not know of any inaccuracy in such statement.

1.3 Intermediary does not know of any claim to or interest in the Account, except for claims and interests of the parties referred to in this Agreement.

1.4 All property credited to the Account, and all other rights of Debtor against Intermediary arising out of the Account, including any free credit balances, will be treated as "financial assets" under Article 8 of the Indiana Uniform Commercial Code.

Section 2. **Control By Secured Party.** Intermediary will comply with all notifications it receives directing it to transfer or redeem any financial assets in the Account (each an "entitlement order") originated by Secured Party without further consent by Debtor.

Section 3. **Subordination Of Intermediary's Security Interest.** Intermediary subordinates in favor of Secured Party any security interest, lien or right of setoff Intermediary may have, now or in the future, against the Account or financial assets in the Account, except that Intermediary will retain its prior lien on financial assets in the Account to secure payment for financial assets purchased for the Account and normal commissions and fees for the Account.

Section 4. **Debtor's Rights In Account.** Except as otherwise provided in this *Section 4*, Intermediary will comply with entitlement orders originated by Debtor without further consent by Secured Party. If Secured Party notifies Intermediary that Secured Party will exercise exclusive control over the Account (a "*Notice of Exclusive Control*"), Intermediary will cease (i) complying with entitlement orders or other directions concerning the Account originated by Debtor, and (ii) distributing to Debtor interest and/or dividends on financial assets in the Account. Bank will send a copy of any Notice of Exclusive Control that it receives to Debtor within three (3) business days after receipt thereof. Until Intermediary receives a Notice of Exclusive Control, Intermediary may distribute to Debtor all interest and regular cash dividends on financial assets in the Account. Intermediary will not comply with any entitlement order originated by Debtor that would require Intermediary to make a free delivery to Debtor or any other person unless such entitlement order is accompanied by a certification from an officer of Debtor that such free delivery will not cause the Debtor to be in violation of Article VI of that certain Risk Sharing Agreement between Debtor and Secured Party dated <DATE>, 2009, as from time to time amended, modified or supplemented.

Section 5. **No Third Party Control.** Intermediary represents and warrants that no third party has a right to give an entitlement order regarding financial assets in the Account. Intermediary will not agree with any third party that Intermediary will comply with entitlement orders originated by the third party.

Section 6. **Statements, Confirmations And Notices Of Adverse Claims.** Intermediary will send copies of all statements and confirmations for the Account simultaneously to Debtor and Secured Party. Intermediary will provide Secured Party with such information concerning the Account as Secured Party shall from time to time request, provided Debtor would otherwise be entitled to such information. Intermediary will use reasonable efforts to promptly notify Secured Party and Debtor if any other person claims that it has a property interest in a financial asset in the Account and that it is a violation of that person's rights for anyone else to hold, transfer or deal with the financial asset.

Section 7. **Intermediary's Responsibility.**

7.1 Except for permitting a withdrawal, delivery or payment in violation of *Section 4*, Intermediary will not be liable to Secured Party for complying with entitlement orders from Debtor that are received by Intermediary before Intermediary receives and has a reasonable opportunity to act on a Notice of Exclusive Control. Intermediary will not be liable to Debtor for complying with a Notice of Exclusive Control or with entitlement orders originated by Secured Party, unless (i) Intermediary takes the action after it is served with an injunction, restraining order or other legal process enjoining it from doing so, issued by a court of competent jurisdiction, and had a reasonable opportunity to act on the injunction, restraining order or other legal process, or (ii) Intermediary acts in collusion with Secured Party in violating Debtor's rights.

7.2 This Agreement does not create any obligation of Intermediary except for those expressly set forth in this Agreement. In particular, Intermediary need not investigate whether (i) Secured Party is entitled under Secured Party's agreements with Debtor to give an entitlement order or a Notice of Exclusive Control or (ii) Debtor is entitled to give an entitlement order pursuant to *Section 4* hereof. Intermediary may rely on notices and communications it believes are given by the appropriate party.

Section 8. **Indemnity.** Secured Party and Debtor will indemnify Intermediary, its officers, directors, employees, and agents against claims, liabilities and expenses with respect to Intermediary's actions in accordance with this Agreement (including reasonable attorneys' fees and disbursements), except to the extent the claims, liabilities, or expenses are caused by Intermediary's gross negligence or willful misconduct. Secured Party's and Debtor's liability under this Section is joint and several.

Section 9. **Termination.** Secured Party may terminate this Agreement by notice to Intermediary and Debtor. Intermediary may terminate this Agreement on <NUMBER> days' notice to Secured Party and Debtor. If Secured Party notifies Intermediary that Secured Party's security interest in the Account has terminated, this Agreement will immediately terminate. *Sections 7, "Intermediary's Responsibility," and 8, "Indemnity,"* will survive termination of this Agreement.

Section 10. **Complete Agreement; Amendments.** This Agreement is the entire agreement, and supersedes any prior agreements and contemporaneous oral agreements, of the parties concerning its subject matter; provided, however, that this Agreement shall not alter or affect any mandatory arbitration provision (if any) currently in effect between Intermediary and Debtor pursuant to a separate agreement. No amendment of, or waiver of a right under, this Agreement will be binding unless it is in writing and signed by the party to be charged.

Section 11. **Governing Law.** This Agreement will be governed by the laws of the State of Indiana.

Section 12. **Severability.** To the extent a provision of this Agreement is unenforceable, this Agreement will be construed as if the unenforceable provision were omitted.

Section 13. **Successors And Assigns.** A successor to or assignee of Secured Party's rights and obligations under the security agreement between Secured Party and Debtor will succeed to Secured Party's rights and obligations under this Agreement.

Section 14. **Notices.** A notice or other communication to a party under this Agreement will be in writing (except that entitlement orders may be given orally), will be sent to the party's address set forth below or to such other address as the party may notify the other parties and will be effective on receipt.

Section 15. **Jury Waiver.** EACH PARTY WAIVES ITS RIGHT TO A JURY TRIAL WITH RESPECT TO ANY ACTION OR CLAIM ARISING OUT OF ANY DISPUTE IN CONNECTION WITH THIS AGREEMENT, ANY RIGHTS, REMEDIES, OBLIGATIONS, OR DUTIES HEREUNDER, OR THE PERFORMANCE OR ENFORCEMENT HEREOF OR THEREOF.

Section 16. **Counterparts.** This Agreement may be executed in any number of counterparts, all of which shall constitute one and the same instrument, and any party hereto may execute this Agreement by signing and delivering one or more counterparts.

IN WITNESS WHEREOF, the parties have caused this Agreement to be executed by their respective officers thereunto duly authorized as of the date first above written.

SIGNATURES:

SECURED PARTY:

STUDENT CU CONNECT CUSO, LLC,

By: _____
Name: _____
Title: _____
Address: 8700 Indian Creek Parkway, Suite 120
Overland Park, Kansas 66210
Attention: Tony Ferris

DEBTOR:

ITT EDUCATIONAL SERVICES, INC.

By: _____
Name: _____
Title: _____
Address: Chief Financial Officer
ITT Educational Services, Inc.
13000 North Meridian Street
Carmel, IN 46032-1404

INTERMEDIARY:

<INTERMEDIARY>

By: _____

Name:

Title:

EXHIBIT 2.2(F)**CERTIFICATE TO ACCOMPANY SIGHT DRAFT
ON LETTER OF CREDIT**

A signed statement of an authorized officer of the CUSO certifying (under penalties of perjury) to both ITT ESI and the issuer as to either of the following:

1. That all of: (a) an “Event of Default” under that certain Security Agreement dated as of <DATE>, 2009 by ITT Educational Services, Inc. (“**ITT ESI**”) in favor of Student CU Connect CUSO, LLC (“**Beneficiary**”) has occurred with respect to the related Loan Pool (the “**Subject Loan Pool**”), (b) the amount that is currently due and owing Beneficiary under said Security Agreement with respect to the Subject Loan Pool, and (c) the amount requested under the related sight draft, when added to all other drawings under this Letter of Credit, does not exceed the amount of this Letter of Credit; or
2. That all of: (a) the Beneficiary has received a Non-Renewal Notice, (b) as of a date that is less than ten (10) days before the then applicable expiration date of this Letter of Credit, ITT ESI has failed to provide the Beneficiary with a replacement letter of credit and/or other substitute collateral, in all cases permitted to replace this Letter of Credit under Section 6.1 of that certain Risk Sharing Agreement dated <DATE>, 2009 between the Beneficiary and ITT ESI, and (c) the amount requested under the related sight draft, when added to all other drawings under this Letter of Credit, does not exceed the amount of this Letter of Credit.

**FIRST AMENDMENT TO
RISK SHARING AGREEMENT**

This FIRST AMENDMENT TO RISK SHARING AGREEMENT (this "*Amendment*") is made and entered into effective as of January 13, 2011, by and between ITT EDUCATIONAL SERVICES, INC., a Delaware corporation, on behalf of itself and its Affiliates and subsidiaries ("*ITT ESI*"), and STUDENT CU CONNECT CUSO, LLC, a Delaware limited liability company operating as a credit union service organization (the "*CUSO*").

RECITALS

The following recitals are a material part of this Amendment:

- A. ITT ESI and the CUSO are parties to that certain Risk Sharing Agreement entered into as of February 20, 2009 (the "*Agreement*").
- B. Capitalized terms used in this Amendment and not otherwise defined herein shall have the meanings provided in the Agreement and Schedule A thereto.
- C. ITT ESI and the CUSO have agreed to amend the definition of Collateralization Percentage in certain respects.
- D. In connection with the foregoing, the parties hereto desire to amend the Agreement as set forth in this Amendment.

AGREEMENT

NOW THEREFORE, in consideration of foregoing and the mutual promises and covenants contained herein, and other good and valuable consideration, the receipt and sufficiency of which is hereby acknowledged, the parties hereto agree as follows:

- 1. The definition of Collateralization Percentage, as set forth on Schedule A to the Agreement, is hereby amended to read in its entirety as follows:

"Collateralization Percentage" means, with respect to the Loan Pool for Funding Year 2009, thirty percent (30%); with respect to the Loan Pool for Funding Year 2010 and the Loan Pool for Funding Year 2011, twelve and a half percent (12.5%); and, with respect to the Loan Pool for each and any Funding Year thereafter, ten percent (10%); in each case, unless adjusted as provided in *Section 6.3* of the Risk Sharing Agreement.

- 2. On or before January 18, 2011, ITT ESI shall pledge all additional Collateral required by the foregoing amendment to the definition of Collateralization Percentage determined based upon the principal balances of Loans in the applicable Loan Pools as of December 31, 2010.

3. Section 6.3 of the Agreement is hereby amended by deleting such Section in its entirety and replacing it with the following:

SECTION 9.13 SECTION 6.3. Increase of Collateral in the Event of Default by ITT ESI. In the event ITT ESI shall violate any of the financial covenants or percentages set forth in *Section 7.2(b)*, the Collateralization Percentage applicable to each Loan Pool shall be increased by forty-five percent (45%) and ITT ESI shall provide such additional Collateral within thirty (30) days after written demand therefor by the CUSO; provided however that, if the Collateralization Percentage is increased on account of ITT ESI's violation of any financial covenant or percentage and ITT ESI thereafter becomes in compliance therewith, the Collateralization Percentage for each Loan Pool shall thereafter be restored to its original amount. For example, if the Collateralization Percentage for a Loan Pool would otherwise be 30%, while ITT ESI is in violation of the financial covenants and percentages set forth in *Section 7.2(b)*, the Collateralization Percentage shall be 43.5%.

4. Except as amended by this Amendment, both the remainder of the Agreement and Schedule A are unchanged and remain in full force and effect.

5. This Amendment may be executed in multiple counterparts, each of which shall for all purposes be deemed to be an original and both of which shall together constitute but one and the same instrument.

[Remainder of Page Intentionally Blank; Signature Page Follows.]

IN WITNESS WHEREOF, the parties have caused their names to be signed hereto by their respective duly authorized officers effective as of the date first above written.

ITT EDUCATIONAL SERVICES, INC.

By: /s/Kevin M. Modany

Name: Kevin M. Modany

Title: Chairman and CEO

STUDENT CU CONNECT CUSO, LLC

By: /s/Joe Karlin

Name: Joe Karlin

Title: Program Administrator

[Signature Page to First Amendment to Risk Sharing Agreement.]

**SECOND AMENDMENT TO
RISK SHARING AGREEMENT**

This SECOND AMENDMENT TO RISK SHARING AGREEMENT (this "**Amendment**") is made and entered into effective as of March 30, 2011, by and between ITT EDUCATIONAL SERVICES, INC., a Delaware corporation, on behalf of itself and its Affiliates and subsidiaries ("**ITT ESI**"), and STUDENT CU CONNECT CUSO, LLC, a Delaware limited liability company operating as a credit union service organization (the "**CUSO**").

RECITALS

The following recitals are a material part of this Amendment:

A. ITT ESI and the CUSO are parties to that certain Risk Sharing Agreement entered into as of February 20, 2009, as amended by that First Amendment to Risk Sharing Agreement entered into as of January 13, 2011 (as amended, the "**Agreement**").

B. Capitalized terms used in this Amendment and not otherwise defined herein shall have the meanings provided in the Agreement and Schedule A thereto.

C. ITT ESI and the CUSO have agreed to amend the Agreement to provide for an alternative current ratio covenant as of certain dates.

D. In connection with the foregoing, the parties hereto desire to amend the Agreement as set forth in this Amendment.

AGREEMENT

NOW THEREFORE, in consideration of the foregoing and the mutual promises and covenants contained herein, and other good and valuable consideration, the receipt and sufficiency of which is hereby acknowledged, the parties hereto agree as follows:

1. Section 7.2(b)(1)(c) of the Agreement is hereby amended to read in its entirety as follows:

c. *Current Ratio*. A current ratio, defined as the current assets (assets to be sold or used up in less than one year and any cash or securities pledged as Collateral under this Agreement) divided by the current liabilities (loans or other liabilities with remaining terms of less than one year and the current portion of long-term debt), of ITT ESI, equal to or greater than 1 to 1, except that it shall be equal to or greater than 0.65 to 1 as of March 31, 2011, June 30, 2011 and September 30, 2011. This calculation excludes all unsecured and uncollateralized related-party receivables and payables.

2. Except as amended by this Amendment, the remainder of the Agreement is unchanged and remains in full force and effect.

3. This Amendment may be executed in multiple counterparts, each of which shall for all purposes be deemed to be an original and both of which shall together constitute but one and the same instrument.

[Remainder of Page Intentionally Blank; Signature Page Follows.]

IN WITNESS WHEREOF, the parties have caused their names to be signed hereto by their respective duly authorized officers effective as of the date first above written.

ITT EDUCATIONAL SERVICES, INC.

By: /s/Dan Fitzpatrick
Name: Dan Fitzpatrick
Title: EVP CFO

STUDENT CU CONNECT CUSO, LLC

By: /s/Tony Ferris
Name: Tony Ferris
Title: Partner

[Signature Page to Second Amendment to Risk Sharing Agreement.]

**THIRD AMENDMENT TO
RISK SHARING AGREEMENT**

This THIRD AMENDMENT TO RISK SHARING AGREEMENT (this "**Amendment**") is made and entered into effective as of May 18, 2012, by and between ITT EDUCATIONAL SERVICES, INC., a Delaware corporation, on behalf of itself and its Affiliates and subsidiaries ("**ITT ESI**"), and STUDENT CU CONNECT CUSO, LLC, a Delaware limited liability company operating as a credit union service organization (the "**CUSO**").

RECITALS

The following recitals are a material part of this Amendment:

A. ITT ESI and the CUSO are parties to that certain Risk Sharing Agreement entered into as of February 20, 2009, and subsequently amended on January 13, 2011, and March 30, 2011 (as so amended, the "**Agreement**").

B. Capitalized terms used in this Amendment and not otherwise defined herein shall have the meanings provided in the Agreement and Schedule A thereto.

C. ITT ESI and the CUSO have agreed to amend certain provisions of the Agreement in certain respects.

D. In connection with the foregoing, the parties hereto desire to amend the Agreement as set forth in this Amendment.

AGREEMENT

NOW THEREFORE, in consideration of foregoing and the mutual promises and covenants contained herein, and other good and valuable consideration, the receipt and sufficiency of which is hereby acknowledged, the parties hereto agree as follows:

1. The definition of "Net Disbursement," as set forth on Schedule A, is hereby amended for all Loan Pools established on or subsequent to January 1, 2011, but only with respect to the use of the term "Net Disbursements" in the definition of "First Loss Risk":

"**Net Disbursement**" means, as to any Loan, the total original sum disbursed, utilizing cash funding from the Participants and the CUSO (but excluding the amount of disbursements made with accumulated refunds from the Commitment Account), to ITT ESI as payment of tuition and other charges, plus all origination and other loan fees, net of any refund or return thereof paid by ITT ESI within sixty (60) days after the disbursement date thereof. The amount of the Net Disbursement on a Loan shall not be reduced for any principal payments made on such Loan, whether by the Borrower, ITT ESI, or otherwise (excepting only refunds as aforesaid), or increased for any capitalized interest charges.

2. The definition of "First Loss Risk," as set forth on Schedule A, is hereby amended in its entirety as follows:

"**First Loss Risk**" means, with respect to any Loan Pool, the product produced by multiplying (x) the applicable First Loss Percentage times (y) the aggregate Net Disbursements on all Loans in such Loan Pool. Without limitation of the foregoing, based on reports received from the Servicer, the First Loss Risk for each of the Loan Pools is as follows: (i) 2009 Loan Pool: \$21,632,460; (ii) 2010 Loan Pool: \$13,849,291; and (iii) 2011 Loan Pool: \$19,653,013.

3. Section 3.9 of the Agreement is hereby amended to read in its entirety as follows:

SECTION 3.9 Alteration of Borrower Obligations. From time to time, the CUSO may forbear, revise, modify, extend, amend, change or renew (collectively, an "**Alteration**") terms of any Loan (or any documentation or collateral therefor), without thereby releasing ITT ESI from its guarantee provided that such modification is within the Loan Criteria or the Collection and Charge Off Standards. However, any Alteration that reduces the amount that a Borrower is obligated to pay under a Loan will similarly reduce ITT ESI's guarantee obligations with respect thereto, unless the Alteration consists of a partial payment in settlement of the full outstanding balance of a Charged Off Loan in compliance with an agreement between the CUSO and a collection agency that has been previously consented to by ITT ESI in accordance with the Collection and Charge Off Standards. Further, any Alteration to any Loan in any manner inconsistent with the Loan Criteria or the Collection and Charge Off Standards, will disqualify such Loan as an ITT ESI Risk Loan.

4. Section 7.2(b)(1)(b) of the Agreement is hereby amended to read in its entirety as follows:

b. Long-term Debt to Equity Ratio. A long-term debt to equity ratio, defined as loans and other liabilities with terms extending over one year divided by the shareholders' equity of ITT ESI, of equal to or less than 5 to 1; provided, however, that ITT ESI shall not be required to maintain any specified long-term debt to equity ratio with respect to the measurement points as of June 30, 2012 and September 30, 2012;

5. Section 7.2(b)(1)(c) of the Agreement is hereby amended to read in its entirety as follows:

c. Current Ratio. A current ratio, defined as the "Total Current Assets" as reported on ITT ESI's consolidated balance sheet contained in its Forms 10-Q and 10-K filed with the SEC and any cash or securities pledged as Collateral under this Agreement, divided by the "Total Current Liabilities" as reported on ITT ESI's consolidated balance sheet contained in its Forms 10-Q and 10-K filed with the SEC, of ITT ESI, equal to or greater than: (i) 0.75 to 1 as of June 30, 2012 and September 30, 2012; and (ii) 1 to 1 as of December 31, 2012 and every measurement period thereafter. This calculation excludes all unsecured and uncollateralized related-party receivables and payables.

6. Within two Business Days following the date of this Amendment, ITT ESI agrees to pay to the CUSO a fee (the "Waiver Fee") in respect of the amendments to Sections 7.2(b)(1)(b) and 7.2(b)(1)(c) of the Agreement contained herein, in an amount equal to \$200,000.00. The Waiver Fee will be paid by wire transfer to the Operating Account (as defined in the Credit Facility Agreement) of the CUSO. The CUSO shall utilize the Waiver Fee solely to pay valid fees and expenses of the CUSO. The Waiver Fee shall not be considered a part of Monthly Collections or otherwise be payable to or for the benefit of the Participants.

7. Except as amended by this Amendment, both the remainder of the Agreement and Schedule A are unchanged and remain in full force and effect.

8. This Amendment may be executed in multiple counterparts, each of which shall for all purposes be deemed to be an original and both of which shall together constitute but one and the same instrument.

[Signatures appear on the following page]

IN WITNESS WHEREOF, the parties have caused their names to be signed hereto by their respective duly authorized officers effective as of the date first above written.

ITT EDUCATIONAL SERVICES, INC.

By: /s/ Kevin M. Modany

Name: Kevin M. Modany

Title: Chairman and CEO

STUDENT CU CONNECT CUSO, LLC

By: /s/ Lisa A. Schlehuber

Name: Lisa A. Schlehuber

Title: Board Chair / Manager

[Signature Page to Third Amendment to Risk Sharing Agreement.]

FINANCING PROGRAM AGREEMENT

This FINANCING PROGRAM AGREEMENT (as amended, modified, restated or replaced from time to time, this “*Agreement*”) is entered into as of February 20, 2009 (“*Effective Date*”) by ITT EDUCATIONAL SERVICES, INC., a Delaware corporation, on behalf of itself and its Affiliates and subsidiaries (“*ITT ESI*”) and STUDENT CU CONNECT CUSO, LLC, a Delaware limited liability company operating as a credit union service organization (the “*CUSO*”).

RECITALS

The following recitals are a material part of this Agreement:

Pursuant to this Agreement, the CUSO intends to conduct the Program utilizing the Originating Entity to provide access for Students across the country to non-governmentally guaranteed student loans. Pursuant to the Purchase Agreement, the Originating Entity will originate Loans to Students and the CUSO will purchase the Loans, creating discrete Loan Pools based on dates of disbursement of Loan proceeds. The Originating Entity will fund and disburse the Loans to ITT ESI. The CUSO will sell Participation Interests in the Loans to the Originating Entity and other Participants pursuant to the Subscription Agreements and Participation Agreement. To induce the CUSO to both induce the Originating Entity to originate, fund and disburse the Loans and itself to purchase such Loans, and to induce the Originating Entity and other Participants to participate in the Loans, ITT ESI has agreed to provide a guarantee for the Loans upon and subject to the terms of the Risk Sharing Agreement.

In consideration of the foregoing and the mutual promises and covenants contained herein, the parties agree as follows:

**ARTICLE I
DEFINITIONS**

1.1 Definitions. Capitalized terms used in this Agreement and not otherwise defined herein shall have the meanings provided in **Schedule A** hereto.

1.2 Other Definitional Terms and Interpretive Principles.

(a) As used in this Agreement (i) accounting terms not defined herein, and (ii) accounting terms partly defined herein to the extent not defined, will have the respective meanings given to them under GAAP.

(b) The words “herein,” “hereof” and words of similar import, when used in this Agreement, refer to this Agreement as a whole and not to any particular provision of this Agreement. Section and subsection references are to this Agreement, unless otherwise specified.

(c) When used in this Agreement, words of the masculine gender include the feminine and neuter genders and vice versa, where applicable. Words of the singular number shall include the plural number and vice versa, where applicable.

(d) The terms “include” and “including” mean “including without limitation by reason of enumeration.”

ARTICLE II THE PROGRAM

2.1 Origination and Sale of Loans.

(a) Pursuant to the Purchase Agreement and subject to the terms and conditions contained herein and therein, (i) the Originating Entity will originate Loans to Borrowers for the purpose of assisting Students with the cost of tuition, fees, books, tools, computers and other expenses associated with their ITT Technical Institute education, (ii) the CUSO will purchase such Loans, and (iii) the Originating Entity will disburse the Loans to ITT ESI.

(b) The CUSO shall ensure that each Borrower is a Student or a co-signer of a Student.

(c) The CUSO shall pay the Purchase Price for each Loan by depositing the Purchase Price (or lesser required amount to the extent there are available funds in the Loan Funding Account) into the Loan Funding Account. The sale and purchase of each Loan shall occur contemporaneously with the disbursement of the Loan proceeds by the Originating Entity to ITT ESI from the Loan Funding Account on the applicable disbursement date. All Loans disbursed in a given Funding Year will constitute a discrete Loan Pool. The parties acknowledge that an individual Loan may provide for additional or a series of disbursements subsequent to the initial funding, in which case any disbursement subsequent to the initial Funding Year will be treated as a new Loan that is included in the Loan Pool for the Funding Year of the subsequent disbursement.

(d) It is the intention of the parties that the purchase and sale of Loans under the Program as provided for in this Agreement and the Purchase Agreement will constitute the purchase and sale of whole loans in accordance with GAAP and not a participation or secured financing.

2.2 Conversion of Open Account Credit into Loans. The parties acknowledge that ITT ESI has heretofore extended open account credit to certain Students in the absence of adequate non-governmentally guaranteed unsecured student loan sources, and may continue to do so. The CUSO shall cause the Originating Entity to originate Loans to Borrowers for the purpose of paying off any open account credit so extended by ITT ESI, so long as those Loans comply with the conditions in Section 2.1(b) of the Purchase Agreement. For this purpose, the CUSO acknowledges that at the time a Loan is originated to some recipients of such open account credit, they may no longer be active Students, so long as they were Students at the time such credit was extended. Prior to the Effective Date, ITT ESI will provide a schedule to the CUSO of the open account credit extended prior to that date, along with the credit criteria utilized by ITT ESI in connection therewith.

2.3 Field of Membership. The CUSO shall ensure that the Originating Entity has the requisite field of membership to originate Loans under the Program.

2.4 Estimated Aggregate Funding Commitment. Notwithstanding anything to the contrary in this Agreement or any other Program Document, except as otherwise provided in Section 2.9, the aggregate disbursements to ITT ESI, net of all refunds by ITT ESI, on all Loans originated in all of Funding Years 2009, 2010 and 2011 is not required to exceed the Estimated Aggregate Funding Commitment.

2.5 Opinions of Counsel. The CUSO has obtained the following opinions directed to the Participants, as required by Section 712.4(b) of the NCUA Rules, and upon which ITT ESI may rely: (a) the opinion of the CUSO's counsel, Messick & Weber P.C., that the Program constitutes a permissible activity for a credit union service organization and that the CUSO is established in a manner that will limit the potential exposure of its member Credit Unions to no more than the loss of funds invested in, or loaned to, the CUSO, as required by Section 712.4(b) of the NCUA Rules, and (b) an opinion of Delaware counsel with respect to Delaware limited liability company law that the CUSO is established in a manner that will limit the potential exposure of its member Credit Unions to no more than the loss of funds invested in, or loaned to, the CUSO.

2.6 Compliance With Purchase Agreement.

(a) The CUSO shall not be obligated to purchase any Loan which does not comply with the conditions precedent in Section 2.11 of the Purchase Agreement.

(b) If the CUSO acquires any Loan which it subsequently determines was not in compliance with the conditions precedent in Section 2.11 of the Purchase Agreement, absent fraud, willful misconduct, gross negligence or breach of the Purchase Agreement by the Originating Entity, (i) the CUSO's sole recourse will be to exercise all rights of the Originating Entity under the Origination Agreement, and (ii) the Originating Entity will have no liability to ITT ESI, the CUSO or the Participants for any such noncompliance.

(c) ITT ESI shall be exempt from liability under the Risk Sharing Agreement with respect to any Loan which fails to comply with the conditions precedent in Section 2.11 of the Purchase Agreement, to the extent provided in Section 3.7 of the Risk Sharing Agreement.

2.7 Non-Liability of ITT ESI. ITT ESI shall have sole control over all decisions with regard to the admission, advancement, discipline, suspension, withdrawal, termination and graduation of Students. For the avoidance of doubt, except as otherwise provided in the Risk Sharing Agreement, ITT ESI shall have no liability to the Originating Entity, the CUSO or the Participants with respect to any aspect of the Program in the absence of the fraud, willful misconduct or gross negligence of any ITT ESI employee, including but not limited to (a) any acts, errors or omissions of ITT ESI's financial aid personnel, (b) any information supplied by any Borrower or other Person in connection with any Loan, or (c) any default by any Borrower under a Loan. If a Loan is originated in whole or in part through the fraud, willful misconduct or gross negligence of any ITT ESI employee, the sole remedy of the CUSO will be under Section 3.11 of the Risk Sharing Agreement, and the sole remedy of the Originating Entity and the Participants will be through the CUSO's exercise of its rights under Section 3.11 of the Risk Sharing Agreement.

2.8 Exclusivity. During the Term of this Agreement:

(a) ITT ESI shall not enter into a non-governmentally guaranteed student loan financing program which includes any credit enhancement or similar contractual arrangement with any credit union service organization other than the CUSO, except as permitted by Section 2.9(j) or (m).

(b) The CUSO shall not enter into a similar student loan financing program with any proprietary institution of higher education, as defined under 20 USC 1002, other than with ITT ESI (or an Affiliate thereof).

(c) The CUSO shall procure the agreement of each Participant (and ITT ESI shall be named as an express third party beneficiary of all such agreements) that it will not, prior to January 1, 2012, through a credit union service organization, enter into a similar student loan financing program that includes an institution-provided enhancement or guarantee with any proprietary institution of higher education, as defined under 20 USC 1002, other than with ITT ESI (or an Affiliate thereof), but that such limitation shall not apply to (i) a program whereby the institution pays to the Participant the equivalent of an insurance premium and/or a portion of the interest on behalf of the student borrower, (ii) any participation by the Participant in the Credit Union Student Choice Program as long as the Participant does not control the direction or actions of such Credit Union Student Choice Program, or (iii) loans by the Participant to individual student borrowers who satisfy the Participant's usual and established loan underwriting standards and not under a program as described in this sentence.

2.9 Loan Funding.

(a) The CUSO shall enter into a Subscription Agreement and Participation Agreement with each Participant, pursuant to which each Participant will commit to both make a capital contribution to the CUSO and to purchase a Participation Interest in Loans originated in Funding Years 2009, 2010 and 2011. The CUSO will cause Participants to deposit their Participation Commitments into the Commitment Account. To the extent the amount of Loans purchased by the CUSO in any Loan Pool exceeds the amounts funded by the Participants for such Loan Pool, the excess will be retained by the CUSO as a Retained CUSO Interest.

(b) The CUSO shall pay the Purchase Price for Loans by transferring funds (including funds representing any CUSO Retained Interest) into the Loan Funding Account and will cause the Originating Entity to disburse Loans to ITT ESI in accordance with the Purchase Agreement.

(c) The portion of the Estimated Aggregate Funding Commitment payable in Funding Year 2009 is not required to exceed the Base Funding Year Target. The portion of the Estimated Aggregate Funding Commitment payable in Funding Year 2010 is not required to exceed the 2010 Funding Year Target. The portion of the Estimated Aggregate Funding Commitment payable in Funding Year 2011 is not required to exceed the 2011 Funding Year Target. The Purchase Price for any Loans funded by advances under a Credit Facility provided by ITT ESI shall not be subject to the foregoing limitations.

(d) Not later than twelve (12) Business Days prior to the First Disbursement Date of each Funding Period, ITT ESI will provide the CUSO with an estimate of the aggregate amount to be disbursed on all Loans during such Funding Period.

(e) Not later than three (3) Business Days prior to each disbursement date in each Funding Period, the CUSO shall cause the Originating Entity to provide the CUSO with the actual volume of Loans to be funded on that disbursement date. The CUSO shall deposit the Purchase Price for such Loans into the Loan Funding Account not later than one (1) Business Day prior to such disbursement date; provided, however, that (i) in no event will the CUSO be required to purchase Loans in any Funding Period in an amount greater than twenty-five percent (25%) of the maximum portion of the Estimated Aggregate Funding Commitment for the applicable Funding Year (plus any additional amounts not deposited in previous Funding Periods due to the estimated amounts being less than twenty-five percent (25%) of the maximum portion of the Estimated Aggregate Funding Commitment for the applicable Funding Year), and (ii) the CUSO may deposit more than such twenty-five percent (25%) into the Loan Funding Account in any Funding Period as provided in Section 2.9(f). The CUSO shall cause the Originating Entity to disburse Loans to ITT ESI from the Loan Funding Account on each disbursement date during each Funding Period. Notwithstanding the foregoing, if ITT ESI fails to comply with its collateralization requirement under the Risk Sharing Agreement during any Funding Period, the Originating Entity's obligation to originate Loans and the CUSO's obligation to purchase Loans shall be suspended until ITT ESI provides the required Collateral.

(f) If the estimated demand for Loans during any Funding Period exceeds twenty-five percent (25%) of the maximum portion of the Estimated Aggregate Funding Commitment for the applicable Funding Year, not later than five (5) Business Days prior to the First Disbursement Date of such Funding Period, the CUSO shall do one of the following: (i) notify ITT ESI that the entire Loan demand for that Funding Period will be purchased by the CUSO, (ii) notify ITT ESI that an amount greater than twenty-five percent (25%) of the maximum portion of the Estimated Aggregate Funding Commitment for the applicable Funding Year but less than the entire Loan demand will be purchased by the CUSO, or (iii) notify ITT ESI that only the portion of the Estimated Aggregate Funding Commitment for that Funding Period will be purchased by the CUSO. Any amount referred to in clause (i), (ii) or (iii) above shall exclude the amount of any refunds or previously unused amounts in the Commitment Account, which will be dealt with in accordance with Section 2.9(k). If the CUSO fails to provide any such notice on a timely basis, it shall be deemed to have made the election described in clause (iii) above. The portion of the Purchase Price for any Loans financed under any Credit Facility provided by ITT ESI shall not be included in the amount referred to in clause (ii) or (iii) above.

(g) The CUSO may finance the purchase of Loans in any manner it deems advisable, including but not limited to (i) selling Participation Interests in such Loans to Participants, (ii) selling Participation Interests in such Loans to additional credit unions, (iii) selling Participation Interests in such Loans to other investors, to the extent permitted under the Federal Credit Union Act and NCUA Rules, (iv) borrowing under a Credit Facility with ITT ESI or a third party Credit Lender, (v) selling additional classes of Membership Interest, whether or not coupled with a Participation Interest, and/or (vi) any other financing method, subject (in the event of any transaction referred to in clauses (i) through (iii) or (v) above) to the rights of existing Participants under the Participation Agreement and any applicable Participants' right of first refusal provided in the Subscription Agreements. The CUSO shall not enter into any financing transaction with a third party which adversely affects the ability of the CUSO or the Participants to perform their obligations under the Program Documents.

(h) ITT ESI shall have the right (but not the obligation) to finance the purchase of Loans and the CUSO's operating expenses by making a discretionary revolving Credit Facility available to the CUSO in accordance with mutually acceptable Credit Facility Documents. Any such Credit Facility may be secured by a pledge of the collateral described in the Credit Facility Documents, but in no event will the CUSO pledge any of the Participation Interests in the Loans. If ITT ESI elects to provide such Credit Facility to the CUSO, the CUSO shall use its commercially reasonable best efforts to refinance such Credit Facility with other lender(s) at such time as such financing becomes available to the CUSO on commercially reasonable terms. Any Loan refunds received by the CUSO shall be dealt with in accordance with Section 2.9(k).

(i) Subject to (i) the rights of existing Participants under the Participation Agreement, and (ii) any Participants' right of first refusal in the Subscription Agreements, the CUSO shall be free at all times to deal in Loans as it sees fit, including without limitation, securitizing Loans and selling whole Loans to ITT ESI or (to the extent permitted under the terms of any Credit Facility) any other Person. From time to time, the CUSO may also sell Participation Interests corresponding to all or a portion of the Retained CUSO Interest to the extent permitted by the Participation Agreement, with the proceeds to the CUSO from any such transaction used to pay down any Credit Facility provided by ITT ESI. No such transaction shall result in, or be deemed to constitute, an assignment of the CUSO's rights or obligations under the Risk Sharing Agreement without ITT ESI's written consent.

(j) If for any Funding Period, Funding Year or the Program, the sum of (i) the Participation Commitments of the Participants for such Funding Period, Funding Year or the Program, plus (ii) any advances ITT ESI or another Credit Lender explicitly commits to make under any Credit Facility, plus (iii) other committed funds available to the CUSO, will not be sufficient to allow the CUSO to purchase the estimated demand for Loans during such Funding Period, Funding Year or the Program, then ITT ESI shall be relieved from its obligations under Section 2.8(a) during the applicable Funding Period, Funding Year or the Program, to the extent of the excess of such estimated Loan demand over the sum of (i), (ii) and (iii) above. ITT ESI's remedy in this Section 2.9(j) shall not be affected by any election by ITT ESI not to provide or advance funds under any Credit Facility.

(k) Any amounts in the Commitment Account not utilized in a Funding Period or Funding Year will be carried forward to the following Funding Period or Funding Year and be available for disbursements on Loans occurring in such subsequent Funding Period or Funding Year; provided, however, that no such carry-forward shall reduce the amount of the Estimated Aggregate Funding Commitment for any Funding Period or Funding Year. If any Obligations with respect to Student Loan Purchase Advances (as such terms are defined in the Credit Facility Documents) are outstanding under the Credit Facility Documents, then all amounts paid to the CUSO as Loan refunds, if any, without regard to the Loan Pool related to any such refunded Loan, will be allocated first to the CUSO (and not Monthly Collections) and applied by ITT ESI in payment of such outstanding Obligations. Any such refunded amounts not so allocated to the CUSO will be deposited in the Commitment Account to be used by the CUSO to purchase Loans, subject to Section 7(c) of the Participation Agreement.

(l) The CUSO's Estimated Aggregate Funding Commitment for any Renewal Term shall equal the sum of the Estimated Aggregate Funding Commitment amounts in effect during the four (4) Funding Periods immediately preceding the Renewal Term, unless ITT ESI and the CUSO have mutually agreed on a new Estimated Aggregate Funding Commitment for such Renewal Term. ITT ESI and the CUSO may, by mutual written agreement, revise the Estimated Aggregate Funding Commitment for any Renewal Term based on the estimated Loan volume and the amount of Participation Commitments obtained by the CUSO for such Renewal Term. Either party may also request (subject to the other party's approval) a new Estimated Aggregate Funding Commitment for a Renewal Term in accordance with Section 5.3(b)(ii). The procedures described in Sections 2.9(c) – (f) for Funding Year 2011 shall be in effect during any Renewal Term unless otherwise agreed by ITT ESI and the CUSO.

(m) The CUSO shall cause the Participants to fund all Participation Commitments called for under their Subscription Agreements in accordance with their terms and in such manner and on such dates as the CUSO deems necessary to permit the CUSO to comply with the Loan funding provisions of this Section 2.9. If a Participant fails to fully fund its Participation Commitment on a timely basis and does not cure such failure within the time period provided in its Subscription Agreement, the CUSO shall use its commercially reasonable best efforts to obtain such funding from other Participants and/or other sources as described in Section 2.9(g). If the CUSO fails to obtain such funds within sixty (60) days after the due date therefor, then (i) if the CUSO has not fully enforced its rights against any Participant under the Participant's respective Subscription Agreement and the Participation Agreement, ITT ESI may enforce all of the CUSO's rights against such Participant under the Participant's respective Subscription Agreement and the Participation Agreement, and (ii) ITT ESI shall be relieved of its obligations under Section 2.8(a) to the extent of such failure, notwithstanding any election by ITT ESI not to provide or advance funds under any Credit Facility. Unless otherwise agreed by ITT ESI in its sole discretion, no termination by a Participant of its respective Subscription Agreement because of any change in existing law or regulation as provided therein shall relieve the CUSO from its Loan purchase and funding obligations under this Agreement.

(n) The amount to be disbursed to ITT ESI in connection with any Loan shall be the principal amount of such Loan, which shall not include origination fees and expenses.

(o) ITT ESI will obtain account agreements from Borrowers who are not already members of the Originating Entity and will pay the Originating Entity's per Borrower membership fee for each new member to the Originating Entity at the time of each Loan disbursement. Such membership fee will be non-refundable if a Loan is subsequently cancelled or refunded, but will be refunded if erroneously paid by ITT ESI.

2.10 Loan Information. At or prior to the time any Loan is purchased by the CUSO, the CUSO shall obtain from the Originating Entity the following information with respect to such Loan:

- (a) The name, address, e-mail address, telephone number and social security number of each Borrower under such Loan.
- (b) The original principal amount and interest rate on and the terms of such Loan.
- (c) The deferment provisions applicable to such Loan.
- (d) A copy of the Borrower's Loan File, including a set of fully executed Loan Documents.
- (e) Confirmation that a Borrower who is a Student is a member of the Originating Entity.
- (f) Confirmation that the Loan complies with the Loan Criteria.
- (g) Such further instruments and information as ITT ESI or the CUSO may reasonably request.

After any Loan is purchased by the CUSO, the CUSO shall be responsible for obtaining, and shall, upon request, provide ITT ESI with copies of, all of the above referenced information about each such Loan.

2.11 Origination and Servicing Arrangements.

- (a) The Originating Entity will be the named lender on the Loan Documents.

(b) Each Loan will be purchased under the Purchase Agreement on a servicing-released basis. The CUSO will cause the Originating Entity to transfer to the CUSO with each Loan purchased the right to service such Loan. Except as otherwise provided in this Agreement, the Servicing Agreement or the Risk Sharing Agreement, all decisions with respect to the administration, collection, enforcement, servicing and charge off of any Loan shall be made by the CUSO in accordance with the Collection and Charge Off Standards and in consultation with and under the direction of ITT ESI.

(c) The CUSO will cause the origination and documentation of Loans to be serviced by the Origination Vendor pursuant to the Origination Agreement. The Origination Vendor and the terms of the Origination Agreement shall be subject to the approval of ITT ESI. The CUSO shall regularly consult with ITT ESI regarding the selection, supervision, financial condition and performance of the Origination Vendor. ITT ESI shall have the right at any time to direct the origination of Loans and the supervision and performance of the Origination Vendor. Errors and omissions of the Origination Vendor shall not affect the obligations of either party under this Agreement.

(d) The CUSO, through the Servicer, will service the Loans in accordance with the terms of the Servicing Agreement and the Collection and Charge Off Standards. Each Servicer and the terms of its respective Servicing Agreement shall be subject to the approval of ITT ESI. The CUSO shall regularly consult with ITT ESI regarding the selection, supervision, financial condition and performance of the Servicer. ITT ESI shall have the right at any time to direct the servicing and collection of Loans and the supervision and performance of the Servicer. Errors or omissions of the Servicer shall not affect the obligations of either party under this Agreement.

(e) The CUSO shall cause the Originating Entity to assign to the CUSO all rights of the Originating Entity under the Origination Agreement, which rights may be exercised by the CUSO upon any Originating Entity Default, any uncured default by the Origination Vendor under the Origination Agreement, or any breach of the representations and warranties in this Agreement or the Purchase Agreement, as fully as if the CUSO were an original party thereto.

(f) Each Origination Agreement and Servicing Agreement shall name ITT ESI as an express third-party beneficiary of such agreement, with full power and authority to enforce the same as if it were an original party thereto, and shall further provide that such agreement may not be amended, modified, terminated or assigned without ITT ESI's prior express written consent.

(g) Fees and expenses in connection with the origination and servicing of each Loan shall be paid by the CUSO in accordance with the applicable Origination Agreement and Servicing Agreement.

(h) ITT ESI shall have the right to require the CUSO to replace any Origination Vendor or Servicer with a substitute Origination Vendor or Servicer acceptable to ITT ESI upon not less than ninety (90) days notice, so long as no such replacement would cause the CUSO to violate the Origination Agreement or Servicing Agreement.

2.12 Retained Originator Interest; Marketing of Member Services.

(a) The CUSO shall ensure that the Originating Entity acquires and maintains not less than a ten percent (10%) Retained Originator Interest in each Loan in each Loan Pool. For purposes of computing such percentage, the Retained CUSO Interest shall be taken into account.

(b) Nothing in this Agreement or the Participation Agreement shall prohibit the Originating Entity or any Participant from marketing its credit union membership services to Students, faculty or staff of ITT ESI's ITT Technical Institutes in compliance with NCUA Rules.

2.13 Originating Entity Default. Upon any Originating Entity Default or any other Event of Default by the Originating Entity under the Purchase Agreement, then:

(a) The CUSO shall terminate the Purchase Agreement and, not later than sixty (60) days after the date of the Originating Entity Default or Event of Default, enter into a Substitute Purchase Agreement with a Substitute Originating Entity acceptable to ITT ESI.

(b) If ITT ESI extends open account credit to Students as a result of any Originating Entity Default or Event of Default, then the CUSO shall cause any Substitute Originating Entity to convert such credit into Loans under the Program that comply with Section 2.1(b) of the Purchase Agreement (including Loans to Persons who are no longer Students but who were Students at the time such open account credit was extended by ITT ESI) and to sell such Loans to the CUSO in accordance with the Substitute Purchase Agreement, with the proceeds of such sales used to pay off such credit.

2.14 Collateral. The CUSO acknowledges and agrees that none of the Collateral pledged by ITT ESI under the Security Agreement shall secure any of ITT ESI's obligations under this Agreement.

2.15 Program Documents. ITT ESI is an express third-party beneficiary of each Program Document, with full right, power and authority to enforce the same as if it were an original party thereto. No Program Document or any term or provision thereof shall be amended, modified, terminated or waived without the express written consent of ITT ESI. Each Program Document shall expressly provide for the third-party beneficiary rights of ITT ESI described in this Section 2.15, but no failure of any such Program Document to provide for such third-party beneficiary rights shall affect the enforceability of this Section 2.15.

2.16 Representations and Warranties. In addition to and not in limitation of the representations and warranties of the Originating Entity in the Purchase Agreement, each of the following representations and warranties with respect to each Loan shall be accurate in all material respects on the date the Loan is originated and the date the Loan is purchased by the CUSO.

(a) The Loan, the Loan Documents and the Borrower comply with the Loan Criteria.

(b) The CUSO has, and at all times will have, full right, power and authority to acquire, hold and enforce such Loan. The purchase, holding and enforcement of such Loan by the CUSO do not require the CUSO to obtain any federal, state or local governmental or regulatory approval, permit, license or consent that has not been obtained.

(c) The Borrower has not committed any default or event of default under any other Loan in a Loan Pool under the Program, nor does any event or condition exist which, with the giving of notice or the passage of time, or both, would constitute such a default or event of default.

(d) The Loan Documents executed by or on behalf of the Borrower with respect to such Loan are the legal, valid and binding obligation of the Borrower, enforceable in accordance with their terms, except as such enforcement may be limited by (i) fraudulent transfer, bankruptcy, insolvency, moratorium or other similar laws affecting the enforcement of creditors' rights generally (except to the extent the Loans are non-dischargeable under the Bankruptcy Code), and (ii) general principles of equity (regardless of whether such enforcement is considered in a proceeding in equity or at law), and except that certain provisions in such Loan Documents may be further limited or rendered unenforceable by applicable law, but (subject to the limitations set forth in the foregoing clauses (i) and (ii)) such limitations and/or unenforceability will not render such Loan Documents invalid as a whole or substantially interfere with the CUSO's realization of the principal benefits provided thereby. Except as set forth in the immediately preceding sentence, there was no valid offset, defense, counterclaim or right of rescission available to the Borrower with respect to any of the Loan Documents, including any such valid offset, defense, counterclaim or right based on fraud, predatory lending or lender liability in connection with the origination of such Loan, that would deny the principal benefits intended to be provided by the Loan Documents for such Loan.

(e) The Borrower under such Loan is not a debtor in any state or federal bankruptcy, insolvency or similar proceeding.

(f) The Loan, including the terms thereof, and the Loan Documents comply with all applicable federal and state laws and regulations and do not satisfy any of the conditions for predatory lending or lender liability under applicable law.

(g) Other than in connection with any Credit Facility, the CUSO has not advanced funds to, or induced, solicited or knowingly received any advance of funds from, any Person other than the Borrower.

(h) Such Loan complies with applicable NCUA Rules.

(i) There exists no default, breach, violation or event of acceleration under the Loan Documents for such Loan and no event has occurred which, with the passing of time or the giving of notice and the expiration of any grace or cure period, would constitute such a default or breach.

(j) Such Loan is a whole loan and not a participation interest in a Loan.

(k) The Loan Documents contain the standard provisions providing for recourse against the Borrower for damages sustained in connection with the Borrower's fraud or material misrepresentation.

(l) There is no collateral securing such Loan.

(m) Except as provided in the Origination Agreement and the Servicing Agreement, no Person has been granted or conveyed the right to service such Loan or receive any consideration in connection therewith.

(n) The transfer of the Loan to the CUSO does not affect the accuracy of any of the representations or warranties contained herein or in the Purchase Agreement.

(o) The transfer of the Loan to the CUSO complied with all applicable laws, and all required actions and disclosures in connection with such transfer have been taken and made.

(p) The Loan Documents contain required disclosures to permit the CUSO to provide Loan information to ITT ESI and its service providers.

(q) Such Loan is a "qualified education loan" within the meaning of 26 USC 221(d)(1).

(r) The Originating Entity has full right, power and authority to originate and sell such Loan under its charter and applicable laws and regulations, the Originating Entity is authorized by its Board of Directors to originate and sell Loans pursuant to the Program Documents, and the origination and sale of such Loan have been duly approved by the Originating Entity's officers and directors and do not conflict with any note, mortgage or other agreement to which the Originating Entity is a party or by which the Originating Entity or its assets may be bound.

(s) Such Loan is eligible for federal preemption of any state law that purports to limit or affect any of the matters described in NCUA Rule 701.21(b).

As the sole remedy for any breach of the representations and warranties in this Section 2.16 with respect to any Loan (i) ITT ESI shall have no liability under the Risk Sharing Agreement or Security Agreement with respect to such Loan (unless any such breach (A) is due to the fraud, willful misconduct or gross negligence of any ITT ESI employee, or (B) is of Section 2.16(a) and is the direct result of either an error by the Origination Vendor or the failure of the Origination Vendor to comply with any instructions of the Originating Entity, in each case in connection with the origination of such Loan) and (ii) the CUSO shall have no obligation to purchase such Loan. Without limiting the foregoing, in the event of any breach of the representations and warranties in Section 2.16(b), the CUSO shall use its commercially reasonable best efforts to obtain the required right, power and authority as quickly as possible and will purchase any Loan(s) so affected promptly after obtaining the same.

ARTICLE III
PROGRAM ADMINISTRATION

3.1 Program Administrator. TRG shall serve as Program Administrator during the term of the Management Agreement. The Program Administrator will have authority to administer the Program in accordance with the terms of this Agreement, the Management Agreement and the other Program Documents, including the following:

- (a) Assist the parties in performing Loan analysis and projections.
- (b) Assist the parties in marketing the Program and credit union membership to the Students, faculty and staff of ITT Technical Institutes.
- (c) Perform Pool projections and analyses.
- (d) Prepare quarterly and annual reports for the CUSO containing the financial statements referred to in Section 4.1 and deliver such reports to the parties to the Program Documents by the dates described in Section 4.1.
- (e) Provide quarterly reports of Loan Pool performance to ITT ESI, the Originating Entity and the CUSO, including such information as required by ITT ESI and the Originating Entity to meet their reporting obligations under the Securities Exchange Act of 1934 and NCUA Rules, respectively.
- (f) Supervise and monitor the activities of the Origination Vendor and the Servicer and promptly report to the parties any default by the Origination Vendor under the Origination Agreement and any default by the Servicer under the Servicing Agreement.
- (g) Represent the Program in discussions with the NCUA and state credit union administrators.
- (h) Provide the reports required under the Risk Sharing Agreement.
- (i) Perform the other functions described in the Management Agreement.

3.2 Compensation.

(a) The Program Administrator shall receive such compensation as provided in the Management Agreement. All expenses of Program administration shall be paid by the CUSO.

(b) The CUSO shall reimburse ITT ESI for (i) all costs and expenses incurred by ITT ESI related to Phase II (as defined in that certain Engagement Proposal related to Phase II of the Program executed by ITT ESI and TRG on June 19, 2008 and June 20, 2008, respectively, and in that certain Engagement Proposal related to the Phase II Extension executed by ITT ESI and TRG on October 1, 2008), and (ii) fifty percent (50%) of all costs and expenses incurred by ITT ESI related to Phase I (as defined in that certain Engagement Proposal related to Phase I of the Program executed by ITT ESI and TRG on April 4, 2008). The CUSO will make such reimbursement to ITT ESI over a three-year period, in equal quarterly payments due on or before the fifteenth (15th) day after the end of each quarter, beginning with the first quarter that the Program is effective.

3.3 Limitation of Liability. The Program Administrator is not a fiduciary to ITT ESI, the Originating Entity, the CUSO or the Participants, and shall have no liability to ITT ESI, the Originating Entity, the CUSO or the Participants for any Losses resulting from any errors in judgment or any act or omission in connection with the promotion, implementation, documentation or administration of the Program, unless due to the Program Administrator's fraud, willful misconduct, gross negligence or breach of the Management Agreement. In all events, the Program Administrator shall be protected in acting upon any authorization or instruction by any party to the Program Documents. The CUSO shall defend, indemnify and hold the Program Administrator harmless from any Losses to which the Program Administrator may be subject or exposed as a result of its service as Program Administrator, unless due to the Program Administrator's fraud, willful misconduct, gross negligence or breach of the Management Agreement.

3.4 Resignation or Removal of the Program Administrator. TRG may resign or be removed as Program Administrator as provided in the Management Agreement. Upon any resignation or removal of TRG as Program Administrator, the CUSO shall appoint a substitute program administrator acceptable to ITT ESI which agrees to perform the functions described in the Management Agreement.

ARTICLE IV FINANCIAL STATEMENTS AND ACCESS TO INFORMATION

4.1 Financial Statements. During the Term of this Agreement, the CUSO shall, as soon as the same are available (and in any event within ninety (90) days after the end of each fiscal year), provide ITT ESI with a copy of its audited financial statements for such fiscal year, and as soon as the same are available (and in any event within forty-five (45) days after the end of each fiscal quarter) provide ITT ESI with a copy of its unaudited financial statements for such fiscal quarter.

4.2 Access to Information.

(a) The CUSO shall cause the Originating Entity to provide ITT ESI and the CUSO with reasonable access to the Originating Entity's knowledgeable financial, accounting, origination and servicing officers for the purpose of allowing ITT ESI and the CUSO to evaluate prospective or existing Loans, the Originating Entity's Loan origination practices, any developments affecting the Originating Entity, and the Originating Entity's financial condition and performance of the Purchase Agreement.

(b) The CUSO shall grant ITT ESI reasonable access to the CUSO's officers for the purpose of answering questions regarding the sale of Participation Interests and the administration of the Program.

(c) The CUSO shall provide ITT ESI with all Loan level information and documentation within its possession or control.

4.3 **Inspection and Audit.** ITT ESI and its representatives shall have the right to inspect, audit and test the books, records, procedures and internal controls of the CUSO and/or the Program Administrator for any corporate purpose. The CUSO and Program Administrator shall cooperate with any such inspection, audit or testing. Any such inspection, audit or testing shall be at ITT ESI's expense, unless (a) such inspection, audit or testing was caused by the fraud, willful misconduct or negligence of the CUSO or the Program Administrator, the CUSO's breach of any of the Program Documents, or the Program Administrator's breach of the Management Agreement, or (b) such inspection, audit or testing reveals that the records or reporting with respect to any Loan Pool reflect material inaccuracies with respect to Loans, the Net Disbursements on which aggregate in excess of ten percent (10%) of the aggregate Net Disbursements on all Loans in such Loan Pool, in which cases the CUSO or the Program Administrator, as applicable, shall reimburse ITT ESI for its out-of-pocket costs of such inspection, audit or testing, including without limitation the fees and expenses of any third party auditor. The Program Administrator shall execute a joinder to this Agreement obligating it to comply with this Section 4.3.

ARTICLE V TERM AND TERMINATION

5.1 **Term.** This Agreement shall be for an Initial Term commencing on the Effective Date and ending December 31, 2011 and shall automatically renew for successive Renewal Terms of one (1) year each, unless either party provides written notice of non-renewal to the other not less than one (1) year prior to the expiration of the Initial Term or any such Renewal Term. The CUSO's Estimated Aggregate Funding Commitment during any Renewal Term shall be determined in accordance with Section 2.9(l).

5.2 **Events of Default and Remedies.** If an Event of Default occurs, then, and in every such event, the non-defaulting party may do one or both of the following (without presentment, protest or notice of protest, all of which are expressly waived by the defaulting party):

(a) Terminate this Agreement immediately upon written notice to the defaulting party; provided, however, that termination by the non-defaulting party will not affect the validity of any Loans originated prior to such termination, and the existing obligations, representations and warranties of the terminating party and the defaulting party regarding such Loans shall remain in effect.

(b) Exercise all other rights legally available to it (other than recovery of incidental, consequential or punitive damages).

As used herein, "**Event of Default**" shall mean any of the following:

(1) If a party materially fails to perform any of its covenants in this Agreement or any other Program Document (other than the Management Agreement) and such failure is not cured within thirty (30) days after receipt of written notice from the non-defaulting party specifying the nature of such failure; provided, however, that no failure of ITT ESI to provide or advance funds under a Credit Facility shall be deemed a breach of this Agreement;

(2) The filing by a party of a petition in bankruptcy or a proposed or actual assignment for the benefit of creditors or similar proceeding by such party;

(3) The filing against a party of a petition in bankruptcy or the appointment for such party or any of its assets of a trustee, receiver, executor, liquidator or conservator or other judicial or administrative representative, or any similar proceeding, which is not vacated, dismissed or stayed on appeal within sixty (60) days; or

(4) With respect to the CUSO, in ITT ESI's sole discretion, (A) any Event of Default by the CUSO under any Credit Facility provided by ITT ESI, (B) any failure by the CUSO to cause the Originating Entity to originate at least seventy-five percent (75%) of the Estimated Aggregate Funding Commitment in any Funding Year, or (C) any material failure by the CUSO to purchase Loans due to any termination by a Participant of its respective Subscription Agreement because of a change in existing law or regulation as provided therein. ITT ESI's rights under clauses (B) and (C) above shall not be affected by any election by ITT ESI to advance or not advance funds under any Credit Facility.

5.3 Termination.

(a) In addition to and not in limitation of the provisions of Section 5.2, this Agreement shall immediately terminate upon the occurrence of any of the following:

(i) Upon the mutual written agreement of ITT ESI and the CUSO.

(ii) If the Program or any material aspect thereof is determined by ITT ESI or the CUSO, based upon an opinion of counsel, to be in violation of the Federal Credit Union Act, any NCUA Rule or any other federal law or regulation, or if the Loans do not qualify for the federal preemption provided in NCUA Rule 701.21(b).

(iii) If ITT ESI sells or discontinues its educational business.

(b) Without limitation of the provisions of Section 5.3(a), if either party provides a written request not later than one (1) year prior to the beginning of any Renewal Term that a new Estimated Aggregate Funding Commitment be adopted for such Renewal Term and the parties are unable to agree on a new Estimated Aggregate Funding Commitment for such Renewal Term within two hundred seventy (270) days prior to the beginning of such Renewal Term, the party making such request may terminate this Agreement effective at the end of the then current Term by giving written notice to the other party not later than two hundred sixty (260) days prior to the beginning of such Renewal Term.

(c) The termination or non-renewal of this Agreement in accordance with its terms shall automatically terminate all other Program Documents.

(d) A termination or non-renewal of this Agreement shall not affect the validity of any Loans originated or any obligations of the CUSO arising prior to such termination or non-renewal, and the existing obligations, representations and warranties of the parties regarding such Loans and any such obligations of the CUSO shall remain in effect.

ARTICLE VI MISCELLANEOUS

6.1 Assignment of Rights; Delegation of Duties. This Agreement may not be assigned or delegated by either party without the written consent of the other party. Likewise, no Program Document may be assigned, nor may any obligation thereunder be delegated, without ITT ESI's prior written consent. Any other attempt to delegate or assign any obligations arising under this Agreement shall be null and void. All obligations hereunder are binding on any successors-in-interest of a party. Notwithstanding the foregoing, (a) this Agreement and all rights and obligations hereunder may be assigned by either party to any Person acquiring all or substantially all of such party's assets and business, whether by sale, merger, consolidation or similar transaction, and (b) ITT ESI may assign or delegate any of its rights under this Agreement to any direct or indirect subsidiary or Affiliate of ITT ESI. The party making any assignment permitted by clause (a) or (b) above shall provide prior written notice of such assignment to the other party.

6.2 Notices. Notices, requests, demands or other instruments that may be or are required or permitted to be given to either party hereto must be in writing and shall be deemed to have been properly given and effective when:

(a) Delivered personally to an officer of the party to which such notice is to be given; or

(b) Actually received or refused by a party when mailed by registered or certified mail or delivered by an overnight delivery service that requires a signature upon receipt; or

(c) Sent by electronic mail or facsimile if delivery is confirmed and a copy is mailed to the recipient as set forth above.

All such notices will be addressed as set forth on the signature page hereto. Either party may change the address to which notices to such party are to be sent by notice to the other party given as aforesaid.

6.3 Severability Clause. Any part, provision, representation, warranty or covenant of this Agreement that is prohibited or is held to be void or unenforceable shall be ineffective to the extent of such prohibition or unenforceability without invalidating the remaining provisions hereof. Any part, provision, representation, warranty or covenant of this Agreement that is prohibited or is held to be void or unenforceable in any particular jurisdiction shall, as to such jurisdiction, be ineffective to the extent of such prohibition or unenforceability without invalidating the remaining provisions hereof, and any such prohibition or unenforceability in any particular jurisdiction shall not invalidate or render unenforceable such provision in any other jurisdiction.

6.4 Counterparts. This Agreement may be executed in counterparts, each of which shall for all purposes be deemed to be an original and both of which shall together constitute but one and the same instrument.

6.5 GOVERNING LAW; CONSENT TO JURISDICTION. THIS AGREEMENT WILL BE GOVERNED BY AND CONSTRUED IN ACCORDANCE WITH THE LAWS OF THE STATE OF INDIANA, APPLICABLE TO AGREEMENTS NEGOTIATED, MADE AND TO BE PERFORMED ENTIRELY IN SAID STATE. TO THE FULLEST EXTENT PERMITTED UNDER APPLICABLE LAW, THE CUSO HEREBY IRREVOCABLY (A) SUBMITS TO THE JURISDICTION OF ANY INDIANA STATE AND FEDERAL COURTS SITTING IN INDIANAPOLIS, INDIANA WITH RESPECT TO MATTERS ARISING OUT OF OR RELATING TO THIS AGREEMENT; (B) AGREES THAT ALL CLAIMS WITH RESPECT TO SUCH ACTION OR PROCEEDING MAY BE HEARD AND DETERMINED IN SUCH INDIANA STATE OR FEDERAL COURTS; (C) WAIVES THE DEFENSE OF AN INCONVENIENT FORUM; AND (D) AGREES THAT A FINAL JUDGMENT IN ANY SUCH ACTION OR PROCEEDING SHALL BE CONCLUSIVE AND MAY BE ENFORCED IN OTHER JURISDICTIONS BY SUIT ON THE JUDGMENT OR IN ANY OTHER MANNER PROVIDED BY LAW.

6.6 Successors and Assigns. This Agreement shall bind and inure to the benefit of and be enforceable by the parties and their respective successors and permitted assigns.

6.7 Changes, Waivers, Modifications, Discharges and Terminations. Neither this Agreement nor any term or provision hereof may be changed, waived, modified, discharged or terminated except by a writing signed by a duly authorized officer of the party against which enforcement of such change, waiver, modification, discharge or termination is sought to be enforced.

6.8 Schedules and Exhibits. The Schedules and Exhibits to this Agreement are hereby incorporated into and made a part hereof and are an integral part of this Agreement.

6.9 Further Assurances. Each party agrees to execute and deliver to the other such reasonable and appropriate additional documents, instruments or agreements as may be necessary or appropriate to effectuate the purposes and to carry out the terms of this Agreement.

6.10 No Partnership, Joint Venture or Agency. This Agreement does not create any sort of partnership or joint venture between the parties. Neither party shall have the authority to act as agent for the other party or to bind the other party to any obligation (except as expressly provided in this Agreement or the other Program Documents) without such party's written consent.

6.11 Entire Agreement. Together with the other Program Documents, this constitutes the entire agreement of the parties with respect to the subject matter hereof, and may not be modified or amended without the written consent of ITT ESI and the CUSO.

6.12 Construction of Agreement. The captions and headings of the sections and paragraphs of this Agreement are for convenience only and are not to be used to interpret or define the provisions of this Agreement. This Agreement has been drafted by arm's length negotiation of the parties hereto and should not be interpreted against either party as the primary drafter of this Agreement.

6.13 Attorneys' Fees and Costs. If any lawsuit or proceeding is brought by either party to enforce the terms of this Agreement, the unsuccessful party shall pay the prevailing party's costs and reasonable attorneys' fees incurred in bringing or defending such action.

6.14 Specific Performance. The parties recognize that irreparable injury will result from a breach of any provision of this Agreement and that money damages will be inadequate to fully remedy the injury. Accordingly, in the event of a breach or threatened breach of one or more of the provisions of this Agreement, the party who may be injured (in addition to any other remedies which may be available to that party) shall be entitled to one or more preliminary or permanent orders (a) restraining and enjoining any act which would constitute a breach, or (b) compelling the performance of any obligation which, if not performed, would constitute a breach.

6.15 No Incidental or Consequential Damages. Neither party shall be responsible for any special, indirect, incidental or consequential damages arising from any breach of this Agreement or any Program Document.

6.16 Confidential Information. Each of the parties agrees that it will keep all Confidential Information as confidential and will not, without each other party's prior written consent, disclose any portion of the Confidential Information to anyone other than to its representatives. Neither party will (and will cause its representatives not to) use any of the Confidential Information for any purpose other than in connection with its responsibilities under this Agreement and the Program. Each party will inform its representatives of the confidential nature of the Confidential Information and direct each representative to treat the Confidential Information as confidential.

Nothing in this Agreement will be deemed to prevent either party from disclosing any Confidential Information to the extent required by any applicable law, regulation or court order (including applicable securities or credit union laws), but, other than any information disclosed by ITT ESI under applicable securities laws and regulations (a) the receiving party must (unless prohibited by law, regulation or court order) notify the disclosing party of the imminent disclosure as soon as is practicable and in all events with sufficient prior notice to allow the disclosing party to seek a protective order or otherwise to object, and (b) the receiving party will use commercially reasonable best efforts to minimize or prevent such disclosure to the maximum extent allowed under applicable law, regulation or court order. Confidential Information does not include any such information that: (i) was or becomes generally available to the public other than as a result of a disclosure by the receiving party or its representatives; (ii) was within the receiving party's possession prior to being furnished by or on behalf of the disclosing party; (iii) is furnished to the receiving party by a third party who has represented to the receiving party that it is not under an obligation of confidentiality to the disclosing party; or (iv) is independently developed by the receiving party without the use of any Confidential Information.

Neither party may use or disclose to any third party (other than its employees and/or representatives) any Customer Information except solely to carry out the purposes under this Agreement for which such Customer Information was disclosed.

Promptly after either party gains knowledge of any unauthorized use or disclosure of any Confidential Information or Customer Information, such party shall promptly notify the other party hereto in writing of such use or disclosure so that, to the extent then possible, mitigating actions can be taken.

Each party expressly consents and agrees that, notwithstanding anything to the contrary in this Section 6.16, the other party may, in addition to any other remedies available to such other party, obtain injunctive relief in appropriate cases (including a temporary restraining order, preliminary injunction or specific performance) to terminate or prevent the continuation of any (or prevent any threatened) default or breach under this Section 6.16 without having to show any actual damage and without having to post any bond. It is specifically agreed that each party may incur incalculable and irreparable damage from any violation by the other party of any of this Section 6.16 and that such party will not have an adequate remedy at law for such a violation and the parties are entitled to injunctive relief for any such actual or threatened violation.

IN WITNESS WHEREOF, the parties have caused their names to be signed hereto by their respective officers thereunto duly authorized on the date first above written.

ITT EDUCATIONAL SERVICES, INC.

By: /s/ Kevin M. Modany
Name: Kevin M. Modany
Title: Chairman, CEO and President

Address: 13000 North Meridian Street
Carmel, Indiana 46032
Attn: Chief Financial Officer
Email: dfitzpatrick@ittesi.com
Fax: (317) 706-9254

STUDENT CU CONNECT CUSO, LLC

By: /s/ Tony Ferris
Name: Tony Ferris
Title: Partner, Rochdale

Address: 8700 Indian Creek Parkway
Suite 120
Overland Park, Kansas 66210
Email: tferris@rochdalegroup.com
Fax: (913) 322-3770

JOINDER

The undersigned hereby joins this Agreement for the purpose of accepting and agreeing to be bound by the provisions of Section 4.3 hereof.

THE ROCHDALE GROUP, INC.

By: /s/ Tony Ferris

Name: Tony Ferris

Title: Partner, Rochdale

Address: 8700 Indian Creek Parkway

Suite 120

Overland Park, KS 55216

Email: tferris@rochdalegroup.com

Fax: (913) 322-3770

SCHEDULE A

DEFINITIONS

SCHEDULE A**DEFINITIONS**

A. Definitions. The following terms shall have the following respective meanings:

“2010 Funding Year Target” means the sum of (i) the Base Funding Year Target plus (ii) the amount (if any) by which the Base Funding Year Target exceeded the aggregate dollar amount of funds deposited in the Loan Funding Account by the CUSO (excluding any amounts deposited in respect of refunds of Loans) in Funding Year 2009.

“2011 Funding Year Target” means the sum of (i) the Base Funding Year Target plus (ii) the amount (if any) by which the 2010 Funding Year Target exceeded the actual dollar amount of funds deposited in the Loan Funding Account by the CUSO (excluding any amounts deposited in respect of refunds of Loans) in Funding Year 2010.

“Actual Funding Commitment” means the amount deposited by the CUSO into the Loan Funding Account with respect to any Funding Period in order to meet actual Loan demand.

“Actual Participation Commitment” means, with respect to each Subscriber, the amount obtained by multiplying such Subscriber’s Participation Commitment Percentage by the estimated Loan volume for a given Funding Period, less the Subscriber’s share (based on Participation Commitment Percentage) of any previously unutilized amounts and any amounts permitted to be retained from refunds.

“Actual Renewal Participation Commitment” means, with respect to a Subscriber, a revised Estimated Aggregate Participation Commitment (as defined in the applicable Subscription Agreement) for a Renewal Term based on estimated Loan volume.

“Administrative Fee” has the meaning set forth in the Participation Agreement.

“Affiliate” means, with respect to any Person, any other Person controlling or controlled by or under common control with such Person. For purposes of this definition, “control” when used with respect to any specified Person means the power to direct the management and policies of such Person, directly or indirectly, whether through the ownership of voting securities, by contract or otherwise, and the terms “controlling” and “controlled” have meanings correlative to the foregoing.

“Annual Commitment” means, with respect to each Participant, the portion of the Estimated Aggregate Participation Commitment (as defined in the applicable Subscription Agreement) payable in a Funding Year covered by the Participation Agreement.

“Automatic Renewal” means the automatic renewal of a Subscriber’s obligations under the applicable Subscription Agreement for one or more successive Renewal Terms.

“Available Funded Commitment” has the meaning set forth in the Participation Agreement.

“Available Participation Interest” has the meaning set forth in the Participation Agreement.

“Base Funding Year Target” means one-third of the Estimated Aggregate Funding Commitment for Funding Years 2009, 2010 and 2011.

“Borrower” means a Student, or any guarantor or co-signer of a Student, obligated under each Loan.

“Business Day” means a day other than Saturday, Sunday, a United States national holiday or other day on which banks in the State of Indiana are permitted or required by law to close.

“Charged Off” means a Loan on which there have not been any payments made for at least 180 days, if any payments had been due during such period.

“Claim Package” means, with respect to each ITT ESI Risk Loan (if any) in a Loan Pool: (a) Loan-level information, including, without limitation, both a servicing and a payment transaction history, for that ITT ESI Risk Loan; and (b) an invoice summarizing the Loan-level remittance data for such ITT ESI Risk Loan, including loan number, name, social security number, disbursement date, outstanding loan amount, outstanding accrued interest, interest rate, aggregate monthly payment(s) amount past due, and, if requested by ITT ESI, the ten (10) day pay-off amount for such ITT ESI Risk Loan.

“Collateral” has the meaning set forth in the Security Agreement.

“Collateralization Percentage” means, with respect to the Loan Pool for Funding Year 2009, fifteen percent (15%), and, with respect to each Loan Pool other than that for Funding Year 2009, ten percent (10%), in each case, unless adjusted as provided in **Section 6.3** of the Risk Sharing Agreement.

“Collection and Charge Off Standards” mean the Loan servicing criteria mutually approved by the parties to the Program Agreement.

“Commitment Account” means the account maintained by the CUSO into which Participants will deposit funds in respect of Participation Commitments and from which the CUSO will withdraw funds to deposit into the Loan Funding Account for the purchase of Loans. The funds in the Commitment Account shall not be commingled with any other funds of the CUSO.

“Commitment Share” means, with respect to each Participant in relation to each Loan Pool and for any date of determination, a fraction (expressed as a percentage), (i) the numerator of which equals the amount of the Available Funded Commitment then funded by such Participant for such Loan Pool, and (ii) the denominator of which equals the aggregate Available Funded Commitment.

“Commitments” has the meaning set forth in the Participation Agreement.

“**Confidential Information**” means (a) information disclosed to a party with respect to any Program Document; (b) all information related to the structure of and the terms of any Program Document, including items set forth in the Exhibits thereto; and (c) all information related to the other parties’ operations, finances, Borrowers, customers, and Students, and any analyses, concepts, ideas, compilations, studies, materials, memoranda, notes and data pertaining thereto and/or derived from the any Program Document or the Program.

“**Credit Facility**” means any debt financing obtained by the CUSO from ITT ESI or other lender(s) to fund the CUSO’s operation of the Program and the Retained CUSO Interest, if any, in the Loans in each Loan Pool.

“**Credit Facility Documents**” means any loan agreement, security agreement, promissory note, borrowing base certificate, and other documents entered into by the CUSO in connection with a Credit Facility, as amended, modified, restated or replaced from time to time.

“**Credit Lender**” means the financial institution(s) or other Person(s) providing the Credit Facility to the CUSO.

“**Credit Unions**” means, collectively, the network of participating credit unions in the Program, which includes the Originating Entity.

“**CUSO**” means Student CU Connect CUSO, LLC, a Delaware limited liability company operating as a credit union service organization.

“**Customer Information**” means non-public consumer information that is disclosed to a party by another party or any Credit Union.

“**Cut-off Date**” means the date that is five (5) Business Days prior to any Payment Date.

“**Default**” means, with respect to any Loan, any event that constitutes or, with the giving of notice or passage of time or both, would constitute a default or an event of default under the related Loan Documents.

“**Deposit Account Control Agreement**” means a Deposit Account Control Agreement among ITT ESI, the CUSO and a Designated Financial Institution substantially in the form of *Exhibit 1.1(b)* to the Security Agreement.

“**Designated Financial Institution**” means a financial institution selected by ITT ESI and meeting the criteria set forth in *Exhibit A-1* hereto.

“**Disassociated Participant**” has the meaning set forth in the Participation Agreement.

“**Distribution Account**” means the segregated account maintained by the CUSO in which Monthly Collections will be deposited and from which the CUSO will withdraw funds to make distributions to itself and the Participants as set forth in Sections 7(a)-(b) of the Participation Agreement.

“**Effective Date**” means February 20, 2009.

“Estimated Aggregate Funding Commitment” means an amount equal to the sum of all Estimated Aggregate Participation Commitments. When words such as “for that Funding Year” and “for that Funding Period” are used after the term “Estimated Aggregate Funding Commitment” in any Program Document, it means the maximum portion of the Estimated Aggregate Funding Commitment that is payable in the applicable Funding Year or Funding Period, respectively, as determined in accordance with **Section 2.9(c)** and **Section 2.9(d)**, respectively, of the Program Agreement.

“Exit Transaction” has the meaning set forth in the Participation Agreement.

“First Disbursement Date” means, with respect to each Funding Period, the date of the first Loan disbursement by the Originating Entity to ITT ESI in such Funding Period, as mutually determined by ITT ESI and the CUSO.

“First Loss Percentage” means thirty-five percent (35%) or such other percentage as ITT ESI and the CUSO shall mutually agree upon as provided in **Section 5.1** of the Risk Sharing Agreement.

“First Loss Risk” means, with respect to any Loan Pool, the product produced by multiplying (x) the applicable First Loss Percentage times (y) the aggregate Net Disbursements on all Loans in such Loan Pool.

“Funding Periods” means periods during a Funding Year determined from time to time by ITT ESI.

“Funding Year” means the calendar year in which a Loan is disbursed. For clarification, Funding Year 2009 is the period commencing on the Effective Date and terminating on December 31, 2009, and Funding Years 2010 and 2011 are the related calendar years.

“GAAP” means generally accepted accounting principles in the United States, or such other accounting principles as prescribed for public companies from time to time.

“Initial Capital Contribution” means a Credit Union’s initial Capital Contribution (as defined in the Operating Agreement) in exchange for its Membership Interest.

“Initial Term” means the period from the Effective Date until December 31, 2011.

“ITT ESI” means ITT Educational Services, Inc., a Delaware corporation.

“ITT ESI Risk Loans” means, collectively, all Loans (representing all unpaid (i) Net Disbursements and (ii) accrued interest) in a Loan Pool in excess of the First Loss Risk for such Loan Pool.

“ITT ESI Risk Payment” means, as to a Loan Pool, once the First Loss Risk for such Loan Pool has been exceeded, payments due and unpaid as of the end of the applicable month on all Charged Off ITT ESI Risk Loans in such Loan Pool that are not Charged Off First Loss Risk Loans.

“Letter of Credit” means an irrevocable standby letter of credit, securing payment of all or a portion of the Obligations (as defined in the Security Agreement) with respect to a Loan Pool, issued by a Designated Financial Institution.

“Lien” means any statutory or common law consensual or non-consensual mortgage, pledge, security interest, participation interest, encumbrance, lien, right of setoff, claim or charge of any kind, including, without limitation, any conditional sale or other title retention transaction, and any secured transaction under the Uniform Commercial Code of any applicable jurisdiction.

“Loan Criteria” means the criteria of the Originating Entity, of which *Exhibit A-2* hereto is a copy, which may not be amended or supplemented without the prior written approval of ITT ESI and the CUSO.

“Loan Documents” means, with respect to each Loan, the loan application, loan agreement, promissory note, co-signer documentation (if applicable), and other documents executed and delivered by a Borrower, as amended, modified, restated or replaced from time to time.

“Loan File” means the credit report, underwriting analysis, loan approval, confirmation of credit union membership, Loan Documents, payment history, and all other documentation of the Originating Entity or the CUSO with respect to any Loan.

“Loan Funding Account” means the account designated by the Originating Entity into which the CUSO will deposit the Purchase Price for Loans to be disbursed in each Funding Period and from which the Originating Entity will disburse the Loan proceeds to ITT ESI.

“Loan Pool” means all Loans disbursed during a Funding Year.

“Loan Pool Collateral” means as to each Loan Pool, the Collateral therefor to be determined, established and adjusted pursuant to *Article VI* of the Risk Sharing Agreement.

“Loan Proceeds” means, with respect to each Loan, all payments of principal, interest, loan fees, late fees, and other amounts received by the CUSO or the Servicer(s) in connection with such Loan.

“Loans” means loans to Students originated by the Originating Entity in accordance with the Loan Criteria pursuant to the Purchase Agreement.

“Losses” means, with respect to any indemnity or limitation of liability in any Program Document, losses, costs, claims, damages, demands, expenses, liabilities, causes of action, investigation expenses, attorneys’ fees and expenses and amounts paid in settlement; provided, however, that no settlement shall be made without the written consent of the party suffering the Loss, unless such settlement provides a full release of such party without the payment of any funds by such party. “Losses” excludes, however, incidental, consequential, indirect, punitive or special damages.

“Management Agreement” means the Management Services Agreement, dated as of the Effective Date, between the Program Administrator and the CUSO, as amended, modified, restated or replaced from time to time.

“Mature Loans” means Charged Off Loans on which an amount equal to at least ten (10) monthly payments have been made, whether by the Borrower, ITT ESI under **Section 3.4** of the Risk Sharing Agreement, or otherwise.

“Membership Interest” means a Credit Union’s membership interest in the CUSO under the Operating Agreement and such Credit Union’s Subscription Agreement.

“Monthly Collections” has the meaning set forth in the Participation Agreement.

“Monthly Report” means a written report concerning a Loan Pool, as of the end of the month that is the subject of such Monthly Report, containing the following information: (i) the aggregate Net Disbursements on all Loans originally in the applicable Loan Pool; (ii) the amount of the First Loss Risk for such Loan Pool; (iii) the aggregate current principal balances of all Loans in such Loan Pool; (iv) the aggregate amount that has been Charged Off on all Loans in such Loan Pool; (v) the aggregate current principal balances of all Loans in such Loan Pool, if any, that are the subject of the First Loss Risk for such Loan Pool and have not yet been subjected to Charge Off; (vi) the aggregate amount of the current principal balances of all ITT ESI Risk Loans in such Loan Pool; (vii) if the First Loss Risk has been exceeded, the aggregate ITT ESI Risk Payment; (viii) the aggregate current outstanding balance plus accrued unpaid interest of each Mature Loan reported pursuant to clause (vii) hereof; and (ix) the aggregate amount of all payments received during such month in respect of all Charged Off Loans.

“NCUA” means the National Credit Union Administration or any successor federal credit union regulatory agency.

“NCUA Rules” means the rules and regulations of the NCUA.

“Net Disbursement” means, as to any Loan, the total original sum disbursed to ITT ESI as payment of tuition and other charges, plus all origination and other loan fees, net of any refund or return thereof paid by ITT ESI within sixty (60) days after the disbursement date thereof. The amount of the Net Disbursement on a Loan shall not be reduced for any principal payments made on such Loan, whether by the Borrower, ITT ESI or otherwise (excepting only refunds as aforesaid), or increased for any capitalized interest charges.

“Offer Price” has the meaning set forth in the Participation Agreement.

“Operating Agreement” means the Operating Agreement of the CUSO, as amended, modified, restated or replaced from time to time.

“Originating Entity” means the federal credit union that will originate Loans, sell such Loans to the CUSO, and maintain a Retained Originator Interest in the Loans in each Loan Pool not less than that percentage from time to time required by NCUA Rules or other applicable law.

“Originating Entity Default” shall be deemed to exist if (i) the Originating Entity withdraws from the Program or is expelled from the CUSO; (ii) the Originating Entity fails for any reason to originate any Loan which complies with the Loan Criteria and does not cure such failure within fifteen (15) days after receipt of written notice from the CUSO; (iii) an Event of Default by the Originating Entity exists under the Purchase Agreement; (iv) the Originating Entity ceases doing business or becomes insolvent, or the NCUA becomes liquidator of the assets of the Originating Entity in the event of insolvency; (v) the Originating Entity is no longer able to serve as Originating Entity or originate Loans under the Program; (vi) the Originating Entity becomes a Disassociated Participant; or (vii) the Originating Entity fails at any time to fund or maintain the Retained Originator Interest.

“Origination Agreement” means any agreement entered into between the Originating Entity and the Origination Vendor, with the prior approval of ITT ESI, in connection with which the Originating Entity will engage the Origination Vendor to perform origination and documentation servicing for the Loans.

“Origination Vendor” means any Person performing Loan origination and documentation servicing under the Origination Agreement.

“Participant Schedule” has the meaning set forth in the Participation Agreement.

“Participants” mean the Credit Unions that acquire Participation Interests in the Loans in any Loan Pool, including without limitation the Originating Entity.

“Participation Agreement” means the Participation Agreement entered into between the CUSO and the Participants, as amended, modified, restated or replaced from time to time.

“Participation Commitment Percentage” means, with respect to a Participant, the percentage such Participant’s Estimated Aggregate Participation Commitment bears to the total of all Participants’ Estimated Aggregate Participation Commitments.

“Participation Commitments” means collectively, a Subscriber’s Estimated Aggregate Participation Commitment (as defined in the applicable Subscription Agreement) and Actual Participation Commitments.

“Participation Interest” means, with respect to each Participant, its beneficial ownership interest in each Loan and the related Loan Documents, including such Participant’s right to receive its share of Loan Proceeds on each Payment Date.

“Participation Pledgee” has the meaning set forth in the Participation Agreement.

“Participation Purchase Notice” has the meaning set forth in the Participation Agreement.

“Payment Date” means the 25th day of each month or, if such day is not a Business Day, the following Business Day.

“Percentage Interest” means, with respect to a Member (as defined in the Operating Agreement), the percentage such Member’s Membership Interest bears to the total outstanding Membership Interests.

“Permitted Liens” means (a) Liens of the CUSO, (b) Liens for taxes not delinquent or for taxes being diligently contested in good faith by ITT ESI by appropriate proceedings, (c) Liens arising in the ordinary course of business with respect to obligations which are not due or which are being diligently contested in good faith by ITT ESI by appropriate proceedings, provided such Liens do not, in the aggregate, materially detract from the value of the Collateral, and (d) Liens specifically consented to in writing by the CUSO.

“Person” shall mean any natural person, corporation, association, limited liability company, syndicate, partnership, joint venture, trust, government or agency and department thereof, or any other entity of every kind.

“Pledge” has the meaning set forth in the Participation Agreement.

“Pledging Participant” has the meaning set forth in the Participation Agreement.

“Pro Rata Share” means, with respect to each Participant and the CUSO in relation to each Loan Pool and for any date of determination, a fraction (expressed as a percentage), (i) the numerator of which equals the aggregate principal balance of its Participation Interests or Retained CUSO Interest, as the case may be, in the Loans in such Loan Pool, and (ii) the denominator of which equals the aggregate principal balance of all Participation Interests and the Retained CUSO Interest in the Loans in such Loan Pool.

“Program” means the national financing program established by the CUSO to provide private student loans to Students in accordance with the Program Agreement.

“Program Administrator” means the Person designated from time to time as the “Program Administrator” under the Program Agreement. The initial Program Administrator is TRG.

“Program Agreement” means the Financing Program Agreement, dated as of the Effective Date, between ITT ESI and the CUSO, as amended, modified, restated or replaced from time to time.

“Program Documents” means the Program Agreement, the Participation Agreement, the Subscription Agreements, the Purchase Agreement, the Servicing Agreement(s), the Origination Agreement, the Risk Sharing Agreement, the Security Agreement, the Operating Agreement, the Management Agreement, the Credit Facility Documents (if ITT ESI is Credit Lender), and any other documents or instruments entered into in connection with the Program, and any amendment, modification, restatement or replacement thereof.

“Projected Renewal Participation Commitment” means, with respect to a Subscriber, the sum of the Participation Commitments paid by or credited to such Subscriber for the four (4) Funding Periods immediately preceding a Renewal Term.

“Purchase Agreement” means the Loan Purchase and Sale Agreement, dated as of the Effective Date, entered into by the Originating Entity and the CUSO, as amended, supplemented, modified, restated or replaced from time to time.

“Purchase Option Price” has the meaning set forth in the Participation Agreement.

“Purchase Price” means the principal amount of a Loan purchased by the CUSO, excluding origination fees and expenses.

“Quarterly Report” has the meaning set forth in the Participation Agreement.

“Redirection Notice” has the meaning set forth in the Participation Agreement.

“Renewal Term” means any one (1) year period after the Initial Term in which a Program Document is renewed.

“representatives” means, with respect to a party to the applicable Program Document, employees of such party and such party’s agents, representatives and advisors, including without limitation, attorneys, accountants, and financial advisors.

“Required Information” means each Claim Package and related Monthly Report.

“Retained CUSO Interest” means, with respect to each Loan in a Loan Pool, at any time, the portion thereof that is not then subject to either the Retained Originator Interest or Participation Interests held by Participants.

“Retained Originator Interest” means, with respect to each Loan in a Loan Pool, the Originating Entity’s 10% Participation Interest in such Loan. Any interest of the Participants (including the Originating Entity) in any such Loan exceeding the 10% Retained Originator Interest is a regular Participation Interest therein.

“Risk Sharing Agreement” means the Risk Sharing Agreement, dated as of the Effective Date, between ITT ESI and the CUSO, as amended, supplemented, modified, restated or replaced from time to time.

“SEC” means the United States Securities and Exchange Commission.

“Securities Account Control Agreement” means an agreement among ITT ESI, the CUSO and a securities intermediary substantially in the form of *Exhibit 1.1(f)* of the Security Agreement.

“Security Agreement” means the Security Agreement, dated as of the Effective Date, by ITT ESI in favor of the CUSO.

“Security Documents” means the Security Agreement and any and all other security agreements, assignments, subordination agreements, pledge or hypothecation agreements, instruments, letters of credit, letter-of-credit agreements and documents that are (i) now and/or hereafter existing between the CUSO and ITT ESI, and (ii) that secure any of the Obligations (as defined in the Security Agreement).

“**Servicer**” means the Person obligated pursuant to the Servicing Agreement to, among other things, collect, monitor and report Loan payments, handle late payments and other delinquencies, and remit payments.

“**Servicing Agreement**” means the Servicing Agreement dated as of the Effective Date between the CUSO and the Servicer, as amended, supplemented, modified, or replaced from time to time.

“**Servicing Fee**” means all fees payable to Servicer or Origination Vendor for performing their respective obligations under the Servicing Agreement or the Origination Agreement.

“**Student**” means a student enrolled at one of ITT ESI’s ITT Technical Institutes.

“**Subscriber**” means each Credit Union that is a party to a Subscription Agreement.

“**Subscriber 2010 Funding Year Target**” means, with respect to each Subscriber, the sum of the Subscriber Base Funding Year Target plus the amount (if any) by which the Subscriber Base Funding Year Target exceeded the actual amount that was paid by such Subscriber in Funding Year 2009.

“**Subscriber Base Funding Year Target**” means, with respect to each Subscriber, one-third of such Subscriber’s Estimated Aggregate Participation Commitment (as defined in the applicable Subscription Agreement) for Funding Years 2009, 2010 and 2011.

“**Subscriber Contact**” means, with respect to each Subscriber, such Subscriber’s authorized representative designated in such Subscriber’s Subscription Agreement.

“**Subscriber Shortfall**” means, with respect to a Subscriber, that the payment of the entire Actual Participation Commitment by such Subscriber for any Funding Period would exceed twenty-five percent (25%) of the maximum portion of the Estimated Aggregate Participation Commitment for the applicable Funding Year.

“**Subscriber Shortfall Period**” means a Funding Period in which a Subscriber Shortfall occurs or is to occur.

“**Subscription Agreement**” means each Subscription and Commitment Agreement between the CUSO and a Participant with respect to the Program, as amended, modified, restated or replaced from time to time.

“**Substitute Member**” has the meaning set forth in the Operating Agreement.

“**Substitute Originating Entity**” means a substitute federal credit union or group of federal credit unions, in either case acceptable to ITT ESI, designated by the CUSO to serve as the Originating Entity.

“Substitute Purchase Agreement” means a purchase agreement with a Substitute Originating Entity on the same or substantially similar terms as the Purchase Agreement or otherwise approved by the Substitute Originating Entity, the CUSO, and ITT ESI.

“Term” means the Initial Term and any Renewal Term(s).

“TRG” means The Rochdale Group, Inc., a Kansas corporation.

B. Certain Definitions to be Disregarded. Terms defined in this Schedule and not used or capitalized in the Agreement to which this Schedule is attached shall be disregarded for all purposes in connection with such Agreement (except and to the extent such terms are used in another Program Document referred to in the Agreement to which this Schedule is attached).

EXHIBIT A-1**Designated Financial Institutions**

A Designated Financial Institution shall at all times be a banking corporation or national banking association organized and doing business under the laws of the United States of America or any state thereof or of the District of Columbia and authorized under such laws to exercise corporate trust powers, having a combined capital and surplus of at least Ten Billion U.S. dollars (\$10,000,000,000) and subject to supervision or examination by federal, state, or District of Columbia authority. If such corporation or national banking association publishes reports of condition at least annually, pursuant to law or to the requirements of the aforesaid supervising or examining authority, then for the purposes hereof, the combined capital and surplus of such corporation or national banking association shall be deemed to be its combined capital and surplus as set forth in its most recent records of condition so published.

ITT ESI may not, nor may any entity directly or indirectly controlling, controlled by, or under common control with ITT ESI, be a Designated Financial Institution, notwithstanding that such corporation or national banking association shall be otherwise eligible and qualified hereunder.

EXHIBIT A-2
Loan Criteria

Student CU Connect Private Student Loan Program Criteria

Program Borrowing Limits

The minimum and maximum amounts that may be borrowed under this Loan Program on a per borrower basis are as follows:

Minimum Loan Amount:	\$1,000 (or any other higher minimum loan amount as applicable by state law)
Annual Maximum Loan Limit:	Cost of Education less other financial aid
Aggregate Private Student Loan Program Limits:	
Minimum Loan Amount:	
Annual Maximum Loan Limit:	
Aggregate Private Student Loan Program Limits:	
	Associate degree programs: \$35,000
	Bachelors degree programs: \$60,000
	*Resulting in maximum undergraduate (Associate and Bachelors combined): \$60,000
	Graduate degree programs: \$25,000
	*Resulting in maximum total of all combined: \$85,000

Repayment Terms

The minimum monthly principal and interest payment amount will be \$50.00 per account per month.

1) Repayment Plans

While a student is enrolled at an ITT Technical Institute, repayment of principal and interest will be deferred until the circumstances described in the "Repayment Begins" section below occur. During the deferral period the borrower will be sent quarterly statements providing him or her the opportunity to make interest payments. During the deferral period, the borrower can also make principal payments at any time without penalty.

2) Repayment Begins

Repayment of principal and interest on each loan will begin six (6) months after the student graduates, unless the student enrolls in another program at ITT Technical Institute and begins taking courses. For students who do not maintain at least four (4) credit hours in a given quarter for any reason other than graduation, repayment of principal and interest will begin three (3) months after their last day of attendance unless the student re-enrolls in an ITT Technical Institute and begins to take at least four (4) credit hours.

Repayment of principal and interest on each loan will begin, if not already begun pursuant to the terms of the preceding paragraph, on the first day following the seventh (7th) year anniversary of the date of the first disbursement on the loan.

3) Repayment Duration

The term of each loan will be ten (10) years from the date the repayment period begins.

4) Prepayment

The borrower may prepay all or a portion of the loan at any time without penalty.

Student CU Connect Private Student Loan Program Criteria**5) Late Charges**

Borrowers will be assessed a late charge if they fail to make any part of an installment payment within 15 days after it becomes due. The late charge fee will be the lesser of \$10.00 or 5% of the installment.

Program Eligibility and Credit Requirements**1) Eligible Borrower**

The borrower must satisfy all of (a)-(d) below:

- a) Be admitted to, or have graduated from, an ITT Technical Institute undergraduate or graduate program of study.
- b) Be a U.S. Citizen or National, or a Permanent Resident.

AND

If there is a Co-signer, the Co-signer must be a U.S. Citizen or National, or a Permanent Resident. c) Meet all credit requirements specified below in Section 3.

OR

Have a credit-worthy co-signer who meets all credit requirements specified below in Section 3.

- d) Be the age of majority, as determined by individual state requirements for the primary borrower's permanent residence, at the time of the loan application.

2) Eligible Loan Periods**Current and Future**

Borrowers can apply for a loan relating to an academic year that begins within twelve (12) months after the loan application date. The first disbursement for a subsequent academic year must also occur within twelve (12) months after the loan application date.

Past Enrollment

Borrowers may borrow funds for previous academic periods during which they were enrolled as long as such borrower has either graduated or is enrolled in an ITT Technical Institute on the loan application date.

3) Credit Requirements

To qualify for a loan, an eligible borrower must satisfy all of the following credit requirements:

- a) No filed bankruptcy, discharged bankruptcy or foreclosure within the twenty-four (24) months immediately preceding the loan application date.
- b) No judgments, charge offs, collections, liens, or repossessions in an aggregate amount of more than five hundred dollars (\$500) within the twenty-four (24) months immediately preceding the loan application date.
- c) No mortgage, student loans, or other installment loans that are currently 90 days or more past due. d) No record of a student loan default, unless the default has been paid in full.
- e) Less than three (3) derogatory credit indications on the borrower's credit report. A derogatory credit indication is defined as a balance of at least five hundred dollars (\$500) that is past due at least ninety (90) days.
- f) A borrower who fails to qualify on his or her own for a loan may be eligible with an eligible co-signer who satisfies all of the credit requirements and who has a credit score of at least 680.

Student CU Connect Private Student Loan Program Criteria

At such time, if any, that the origination vendor of the loans can support it in an automated format, the foregoing (a) and (d) credit requirements will be modified to read instead as follows:

- a) No filed bankruptcy, discharged bankruptcy or foreclosure within the twenty-four (24) months immediately preceding the loan application date unless the borrower has agreed to payment arrangements and made prompt payments for at least the last consecutive 18 months.
- d) No record of a student loan default, unless the default has been paid in full, or the borrower is making satisfactory progress in repaying the loan. Satisfactory progress is defined as: at least twelve (12) consecutive payments made; account is current; repayment history has no gaps; and the IRS Tax Offset Program was not used to pay default.

Notwithstanding the foregoing, a borrower who is otherwise eligible under all of the other provisions of these loan criteria does not need to satisfy all of the foregoing (a) through (f) credit requirements to qualify for a loan if such borrower: (i) received the open account credit provided by ITT Technical Institute (known as its "Temporary Credit" program); (ii) has graduated or is enrolled in any academic quarter other than the first academic quarter of such borrower's first academic year on the loan application date; and (iii) has not declared bankruptcy within the twenty-four (24) months immediately preceding the loan application date.

4) Credit Score

The eligible borrower's FICO Score will determine the interest rate and fee charged on the loan as follows:

Tier	FICO Score	Interest Rate Range	Origination Fee*
1	790+	Prime +0.5%	N/A
2	720-789	Prime +1.5%	2%
3	680-719	Prime +4.0%	3%
4	650-679	Prime +6.0%	5%
5	600-649	Prime +7.0%	7%
6	No credit score	Prime +8.0%	8%
7	599 and below	Prime +10.5%	10%

* Origination fee calculated as a percent of loan amount

Eligible borrowers with an Experian-Fair Isaac Score Code of 9002 or 9003 will be priced as if part of Tier 6 ("No Credit Score").

The origination fee will be credited in full to the borrower if an entire disbursement is refunded within 60 days of the disbursement date.

Notwithstanding the rates and fees set forth in the table above, the annual percentage rate, including the capitalized origination fee, on any loan will not exceed eighteen percent (18%) over the term of the loan, or such other limit under applicable law that may be in effect from time to time.

5) Deferment

a) In School

Principal and interest payments on a loan may be deferred by the borrower during the period that the student is enrolled in an undergraduate or graduate program at an ITT Technical Institute and is taking at least four (4) credit hours. Upon graduation, the student may defer payment of the loan principal and interest for an additional six (6) months ("grace period"). If the student enrolls in another program at an ITT Technical Institute and begins taking courses before or after the end of such six (6) months, the deferral will continue or begin again, as applicable, until such time as repayment is to begin under the terms of these loan criteria. Students whose enrollment terminates prior to graduation, or who are taking less than four (4) credit hours, will have a three (3) month grace period before principal and interest payments begin.

Student CU Connect Private Student Loan Program Criteria

If the student re-enrolls in an ITT Technical Institute and begins to take at least four (4) credit hours before or after the end of such three (3) month period, the deferral will continue or begin again, as applicable, until such time as repayment is to begin under the terms of these loan criteria. Borrowers will receive quarterly statements while enrolled.

b) Military

A military deferment will be available for a period during which a borrower is serving on active duty during a war or other military operation or national emergency, or performing qualifying National Guard duty during a war or other military operation or national emergency ("Qualifying Duty"). A borrower who is a member of the National Guard or other reserve component of the U. S. Armed Forces (current or retired) and who begins serving Qualifying Duty while enrolled at ITT Technical Institute, or within six (6) months after having been enrolled, is eligible to defer paying any principal or interest on a loan during the Qualifying Duty service and during the 13 months following the conclusion of the Qualifying Duty service, or until the date that the borrower returns to an enrolled student status at ITT Technical Institute, whichever is earlier.

6) Forbearance

A borrower may request a forbearance of the payment of principal and interest on a loan, which Student CU Connect CUSO will grant in its sole discretion. Any single forbearance in the payment of a loan may not exceed three (3) months, and all forbearances granted with respect to a loan may not, in aggregate, exceed twelve (12) months over the life of the loan. If the borrower is delinquent at the time a forbearance is granted, all past due interest on the loan will be capitalized.

7) Interest Rate

Interest will accrue at a variable rate, beginning on the date that any portion of the loan is disbursed, on the outstanding principal balance, including any capitalized interest and origination fees. The variable rate may change monthly on the first day of each month based on the Prime Rate as of the third to last business day of the immediately preceding month. The Prime Rate is defined as the highest U.S. Prime Rate published in *The Wall Street Journal* "Money Rates" section.

The applicable interest rate will be rounded to the nearest one-eighth of one percent (0.125%). In the event of a change in the Prime Rate, monthly payments will be calculated based on the then current principal balance, the remaining term of the loan, and the then current interest rate, based on a 365.25-day calendar year and will not vary in leap years.

Notwithstanding any other provisions herein, at no time will the applicable interest rate, inclusive of the capitalized origination fee, be such that the annual percentage rate on any loan exceeds eighteen percent (18%) or such other limit under applicable law as in effect from time to time.

8) Co-Signer Eligibility

To be eligible to co-sign a loan, a co-signer must have a FICO score of at least 680 and satisfy other criteria specified above in Sections 1 (other than 1(a)) and 3. Loans with an eligible co-signer will be charged interest and fees at the Tier 4 level in Section 4 above.

9) Default & Charge-Off

A loan will be in reportable default if any principal or interest payment under the loan is sixty (60) days past due.

A loan will be charged off if payments under the loan are due and not received for a period of one hundred and eighty (180) days.

**FIRST AMENDMENT TO
FINANCING PROGRAM AGREEMENT**

This FIRST AMENDMENT TO FINANCING PROGRAM AGREEMENT (this "*Amendment*") is made and entered into effective as of December 30, 2009, by and between ITT EDUCATIONAL SERVICES, INC. a Delaware corporation, on behalf of itself and its Affiliates and subsidiaries ("*ITT ESI*"), and STUDENT CU CONNECT CUSO, LLC, a Delaware limited liability company operating as a credit union service organization (the "*CUSO*").

RECITALS

The following recitals are a material part of this Amendment:

A. ITT ESI and the CUSO are parties to that certain Financing Program Agreement entered into as of February 20, 2009 (the "*Program Agreement*").

B. Capitalized terms used in this Amendment and not otherwise defined herein shall have the meanings provided in the Program Agreement and Schedule A thereto.

C. Section 3.2(b) of the Program Agreement currently provides that the CUSO shall reimburse ITT ESI for certain costs and expenses in connection with the design and implementation of the Program payable in equal quarterly installments over a three-year period.

D. In consideration of the CUSO's entry into, with ITT ESI, the First Amendment to Loan and Security Agreement and First Amendment Allonge to Revolving Note, each dated contemporaneously herewith, ITT ESI has agreed to forgo the reimbursement contemplated by Section 3.2(b) of the Program Agreement.

E. In connection with the foregoing, the parties hereto desire to amend the Program Agreement as set forth in this Amendment.

AGREEMENT

NOW THEREFORE, in consideration of foregoing and the mutual promises and covenants contained herein, and other good and valuable consideration, the receipt and sufficiency of which is hereby acknowledged, the parties hereto agree as follows:

1. The Program Agreement is hereby amended by deleting Section 3.2(b) in its entirety.

2. Except as amended by this Amendment, the remainder of Section 3.2 and the Program Agreement remain unchanged and in full force and effect.

3. This Amendment may be executed in multiple counterparts, each of which shall for all purposes be deemed to be an original and both of which shall together constitute but one and the same instrument.

IN WITNESS WHEREOF, the parties have caused their names to be signed hereto by their respective duly authorized officers effective as of the date first above written.

ITT EDUCATIONAL SERVICES, INC.

By: /s/ Kevin M. Modany

Name: Kevin M. Modany

Title: Chairman and CEO

STUDENT CU CONNECT CUSO, LLC

By: /s/ Daniel R. Kampen

Name: Daniel R. Kampen

Title: CUSO Administrator

**SECOND AMENDMENT TO
FINANCING PROGRAM AGREEMENT**

This SECOND AMENDMENT TO FINANCING PROGRAM AGREEMENT (this "*Amendment*") is made and entered into effective as of August 27, 2010, by and between ITT EDUCATIONAL SERVICES, INC., a Delaware corporation, on behalf of itself and its Affiliates and subsidiaries ("*ITT ESI*"), and STUDENT CU CONNECT CUSO, LLC, a Delaware limited liability company operating as a credit union service organization (the "*CUSO*").

RECITALS

The following recitals are a material part of this Amendment:

A. ITT ESI and the CUSO are parties to that certain Financing Program Agreement entered into as of February 20, 2009 and amended by that First Amendment to Financing Program Agreement entered into effective as of December 30, 2009 (as amended, the "*Program Agreement*").

B. Capitalized terms used in this Amendment and not otherwise defined herein shall have the meanings provided in the Program Agreement and Schedule A thereto.

C. Section 2.11 of the Program Agreement currently contains provisions regarding origination and servicing activities related to the Loans that do not accurately reflect the intentions of the parties.

D. In connection with the foregoing, the parties hereto desire to amend the Program Agreement as set forth in this Amendment in order to clarify the parties' intentions that the CUSO has the power to direct the origination and servicing activities related to the Loans.

AGREEMENT

NOW THEREFORE, in consideration of foregoing and the mutual promises and covenants contained herein, and other good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged, the parties hereto agree as follows:

1. Section 2.11 of the Program Agreement is hereby amended to read in its entirety as follows:

"2.11 Origination and Servicing Arrangements.

(a) The Originating Entity will be the named lender on the Loan Documents.

(b) Each Loan will be purchased under the Purchase Agreement on a servicing-released basis. The CUSO will cause the Originating Entity to transfer to the CUSO with each Loan purchased the right to service such Loan. Except as otherwise provided in this Agreement, the Servicing Agreement or the Risk Sharing Agreement, all decisions with respect to the administration, collection, enforcement, servicing and charge off of any Loan shall be made by the CUSO in accordance with the Collection and Charge Off Standards and in consultation with ITT ESI.

(c) The CUSO will cause the origination and documentation of Loans to be serviced by the Origination Vendor pursuant to the Origination Agreement. The Origination Vendor and the terms of the Origination Agreement shall be subject to the approval of ITT ESI. The CUSO shall regularly consult with ITT ESI regarding the selection, supervision, financial condition and performance of the Origination Vendor. Errors and omissions of the Origination Vendor shall not affect the obligations of either party under this Agreement.

(d) The CUSO, through the Servicer, will service the Loans in accordance with the terms of the Servicing Agreement and the Collection and Charge Off Standards. Each Servicer and the terms of its respective Servicing Agreement shall be subject to the approval of ITT ESI. The CUSO shall regularly consult with ITT ESI regarding the selection, supervision, financial condition and performance of the Servicer. Errors or omissions of the Servicer shall not affect the obligations of either party under this Agreement.

(e) The CUSO shall cause the Originating Entity to assign to the CUSO all rights of the Originating Entity under the Origination Agreement, which rights may be exercised by the CUSO upon any Originating Entity Default, any uncured default by the Origination Vendor under the Origination Agreement, or any breach of the representations and warranties in this Agreement or the Purchase Agreement, as fully as if the CUSO were an original party thereto.

(f) Each Origination Agreement and Servicing Agreement shall name ITT ESI as an express third-party beneficiary of such agreement, with full power and authority to enforce the same as if it were an original party thereto, and shall further provide that such agreement may not be amended, modified, terminated or assigned without ITT ESI's prior express written consent.

(g) Fees and expenses in connection with the origination and servicing of each Loan shall be paid by the CUSO in accordance with the applicable Origination Agreement and Servicing Agreement."

2. Except as amended by this Amendment, the remainder of the Program Agreement remains unchanged and in full force and effect.

3. This Amendment may be executed in multiple counterparts, each of which shall for all purposes be deemed to be an original and both of which shall together constitute but one and the same instrument.

IN WITNESS WHEREOF, the parties have caused their names to be signed hereto by their respective duly authorized officers effective as of the date first above written.

ITT EDUCATIONAL SERVICES, INC.

By: /s/ Kevin M. Modany

Name: Kevin M. Modany

Title: Chairman & CEO

STUDENT CU CONNECT CUSO, LLC

By: /s/ Dan Kampen

Name: Dan Kampen

Title: Program Administrator

**THIRD AMENDMENT TO
FINANCING PROGRAM AGREEMENT**

This THIRD AMENDMENT TO FINANCING PROGRAM AGREEMENT (this "**Amendment**") is made and entered into effective as of January 3, 2011, by and between ITT EDUCATIONAL SERVICES, INC., a Delaware corporation, on behalf of itself and its Affiliates and subsidiaries ("**ITT ESI**"), and STUDENT CU CONNECT CUSO, LLC, a Delaware limited liability company operating as a credit union service organization (the "**CUSO**").

RECITALS

The following recitals are a material part of this Amendment:

A. ITT ESI and the CUSO are parties to that certain Financing Program Agreement entered into as of February 20, 2009, as amended by that First Amendment to Financing Program Agreement entered into as of December 30, 2009, and further amended by that Second Amendment to Financing Program Agreement entered into as of August 27, 2010 (as amended, the "**Agreement**").

B. Capitalized terms used in this Amendment and not otherwise defined herein shall have the meanings provided in the Agreement and Schedule A thereto.

C. ITT ESI and the CUSO have agreed, among other things, to amend the Agreement to provide that the CUSO may obtain enhanced servicing with respect to the Loans.

D. In connection with the foregoing, the parties hereto desire to amend the Agreement as set forth in this Amendment.

AGREEMENT

NOW THEREFORE, in consideration of foregoing and the mutual promises and covenants contained herein, and other good and valuable consideration, the receipt and sufficiency of which is hereby acknowledged, the parties hereto agree as follows:

1. The following definitions of Servicer, Servicing Agreement, and Servicing Fee, as set forth on Schedule A to the Agreement, are hereby amended to read in their entirety as follows:

"**Servicer**" means the Person or Persons obligated pursuant to one or more Servicing Agreements to, among other things, collect, monitor and report Loan payments, handle late payments and other delinquencies, and remit payments.

"**Servicing Agreement**" means any Servicing Agreement entered into from time to time between the CUSO and any Servicer, as amended, supplemented, modified, or replaced from time to time.

“**Servicing Fee**” means all fees payable to any Servicers and/or the Origination Vendor for performing their respective obligations under the applicable Servicing Agreements or the Origination Agreement, as the case may be.

2. Schedule A to the Agreement is hereby further amended to add the following definition of Enhanced Servicing:

“**Enhanced Servicing**” means such services and activities of a Servicer provided with respect to Loans that are in addition to those services and activities set forth in that certain Business Requirements Document dated January 21, 2009.

3. Subsection 2.9(k) of the Agreement is hereby amended by adding the following at the end of such Subsection: “Notwithstanding anything contained herein to the contrary, during (and only during) Funding Year 2011, at the CUSO’s option exercised from time to time during such Funding Year with prior written notice to ITT ESI, any amounts payable to the CUSO as refunds of Loans and otherwise required to be paid to ITT ESI under the Credit Facility Documents as set forth above shall be deposited in the Commitment Account to be utilized to purchase Loans from time to time, as provided in Section 7(c) of the Participation Agreement.

4. Subsection 2.11(d) of the Agreement is hereby amended in its entirety to read as follows:

(d) The CUSO, through the Servicer, will service the Loans in accordance with the terms of the Servicing Agreement and the Collection and Charge Off Standards. The CUSO may also from time to time engage one or more Servicers to provide Enhanced Servicing with respect to Loans. Each Servicer and the terms of its respective Servicing Agreement shall be subject to approval of ITT ESI. The CUSO shall regularly consult with ITT ESI regarding the selection, supervision, financial condition and performance of Servicers. Errors or omissions of a Servicer shall not affect the obligations of either party under this Agreement.

5. Except as amended by this Amendment, the remainder of each of Schedule A, Section 2.9, Section 2.11, and the Agreement are unchanged and remain in full force and effect.

6. This Amendment may be executed in multiple counterparts, each of which shall for all purposes be deemed to be an original and both of which shall together constitute but one and the same instrument.

[Remainder of Page Intentionally Blank; Signature Page Follows.]

IN WITNESS WHEREOF, the parties have caused their names to be signed hereto by their respective duly authorized officers effective as of the date first above written.

ITT EDUCATIONAL SERVICES, INC.

By: /s/ Kevin M. Modany

Name: Kevin M. Modany

Title: Chairman and CEO

STUDENT CU CONNECT CUSO, LLC

By: /s/ Joe Karlin

Name: Joe Karlin

Title: Program Administrator

[Signature Page to Third Amendment to Financing Program Agreement.]

LOAN AND SECURITY AGREEMENT

This LOAN AND SECURITY AGREEMENT (this "*Agreement*") is made effective as of May 18, 2009 (the "*Effective Date*") between STUDENT CU CONNECT CUSO, LLC, a Delaware limited liability company ("*Borrower*"), and ITT EDUCATIONAL SERVICES, INC., a Delaware corporation ("*Lender*").

In consideration of the consideration and mutual agreements set forth in this Agreement, Borrower and Lender agree as follows:

1. DEFINITIONS.

1.1 Defined Terms. The following words and phrases have the following meanings.

"*Administrative Fee*": The monthly amount paid to Borrower under, and as defined in, the Participation Agreement.

"*Advance Termination Date*": December 31, 2011.

"*Bailment Agreement*": The Bailment Agreement among the Servicer, Borrower and Lender, as amended, modified, restated or replaced from time to time.

"*Bankruptcy Code*": The United States Bankruptcy Code, as now existing or hereafter amended.

"*Business Day*": Any day other than Saturday, Sunday, a United States national holiday or other day on which banks in the State of Indiana are permitted or required by law to close.

"*Collateral*": As defined in Section 6.1.

"*Controlled Group*": All members of a controlled group of corporations and all trades or businesses (whether or not incorporated) under common control which, together with Borrower, are treated as a single employer under Section 414 of the Internal Revenue Code.

"*Default Rate*": The per annum rate of interest equal to the Interest Rate plus two percent (2.00%) per annum.

"*Depository Bank*": The federal credit union at which Borrower maintains the Distribution Account and the Operating Account. The initial Depository Bank is Eli Lilly Federal Credit Union.

"*Distribution Account*": The segregated account maintained by Borrower with the Depository Bank in which collections on the Student Loans will be deposited and from which Borrower will withdraw funds to make distributions to itself and the Participants as set forth in Sections 7(a)-(b) of the Participation Agreement.

"*Employee Plan*": Any pension, stock bonus, employee stock ownership plan, retirement, disability, medical, dental or other health plan, life insurance or other death benefit plan, profit sharing, deferred compensation, stock option, bonus or other incentive plan, vacation benefit plan, severance plan or other employee benefit plan or arrangement, including any pension, profit-sharing or retirement plans, welfare plan, Defined Benefit Pension Plans (as defined in ERISA) or any multi-employer plan, maintained or administered for employees of Borrower or any member of the Controlled Group, or any such plan or arrangement to which Borrower or any member of the Controlled Group is required to contribute on behalf of any of its employees.

“**ERISA**”: The Employee Retirement Income Security Act of 1974, as amended from time to time.

“**Event of Default**”: As defined in [Section 10](#).

“**Funding Year**”: The calendar year corresponding to each Student Loan Pool and in which a Student Loan is disbursed.

“**Indebtedness**”: At any time (a) all Liabilities of Borrower, (b) all lease obligations of Borrower, (c) all other debt, secured or unsecured, created, issued, incurred or assumed by Borrower for money borrowed or for the deferred purchase price of any fixed or capital asset, (d) indebtedness secured by any Lien existing on property owned by Borrower (whether or not the Indebtedness secured thereby has been assumed), and (e) all contingent liabilities of Borrower whether or not reflected on its balance sheet.

“**Indemnified Party**”: Lender, its successors and assigns and their respective affiliates, directors, officers, members, managers, partners, employees and agents.

“**Interest Rate**”: The per annum rate equal to the Prime Rate plus 55/100 percent (0.55%) per annum.

“**Internal Revenue Code**”: The Internal Revenue Code of 1986, as amended from time to time and the regulations promulgated thereunder.

“**Liabilities**”: All liabilities of Borrower that would be shown as such on a balance sheet of Borrower.

“**Lien**”: any mortgage, pledge, hypothecation, judgment lien or similar legal process, title retention lien, or other lien or security interest, including the interest of a vendor under any conditional sale or other title retention agreement and the interest of a lessor under a lease of any interest in any kind of property or asset, whether real, personal or mixed, or tangible or intangible.

“**Loans**”: The direct advances made from time to time by Lender to Borrower in the form of a loan under and pursuant to this Agreement, as set forth in [Section 2.1](#).

“**Loan Documents**”: As defined in [Section 3.1](#).

“**Loan Maturity Date**”: The earlier to occur of (i) December 31, 2026 or (ii) the date that is fifteen (15) years after the final disbursement of a Loan under this Agreement.

“**Management Agreement**”: The Management Services Agreement dated as of February 20, 2009 between the Program Administrator and Borrower, as amended, modified, restated or replaced from time to time.

“**Material Adverse Effect**”: A material adverse change in the financial condition, properties, business or operations of Borrower (in each case as determined by Lender pursuant to its Decision Power), including (i) any default by Borrower in the performance of its obligations under the Program Documents, (ii) any termination of the Management Agreement (unless a replacement management agreement acceptable to Lender is effected) and (iii) any termination of the Program Agreement or the Program (except for a termination in the normal course and contemplated term of, and without a default under, the Program).

“**Maximum Loan Amount**”: The maximum aggregate amount in Loans advanced by Lender that may be outstanding on any date of determination up to but not including the Advance Termination Date, which amount is (i) One Hundred Million and 00/100 Dollars (\$100,000,000.00) during the 2009 calendar year, (ii) Two Hundred Million and 00/100 Dollars (\$200,000,000.00) during the 2010 calendar year, and (iii) Three Hundred Million and 00/100 Dollars (\$300,000,000.00) during the 2011 calendar year until but not including the Advance Termination Date. To avoid doubt, after the Advance Termination Date, Lender will not advance any Loans and the aggregate amount of outstanding Loans will be repaid by Borrower as provided in this Agreement.

“**Note**”: As defined in [Section 4](#).

“**Obligations**”: The Loans (as evidenced by the Note), all interest accrued thereon, any fees due Lender under this Agreement, any expenses incurred by Lender under or in connection with this Agreement and any and all other liabilities and obligations of Borrower (and of any partnership in which Borrower is or may be a partner) to Lender under or in connection with this Agreement and the other Loan Documents, however created, arising or evidenced, and however owned, held or acquired, whether now or hereafter existing, whether now due or to become due, direct or indirect, absolute or contingent, and whether several, joint or joint and several.

“**Obligor**”: Borrower, any other guarantor, accommodation endorser, third party pledgor, or any other party liable with respect to the Obligations.

“**Operating Account**”: The segregated account maintained by Borrower with the Depository Bank in which Borrower will maintain funds for day-to-day operations.

“**Operating Expense Advance**”: As defined in [Section 2.1\(b\)\(ii\)](#).

“**Origination Agreement**”: The agreement between the Student Loan Originating Entity and the Origination Vendor, as amended, supplemented, modified, or replaced from time to time, pursuant to which the Origination Vendor will perform certain obligations with respect to the origination and documentation of the Student Loans.

“**Origination Vendor**”: The Person performing Student Loan origination and documentation services under the Origination Agreement.

“**Participants**”: The credit unions that acquire Participation Interests in the Student Loans in any Loan Pool.

“**Participation Agreement**”: The Participation Agreement entered into between Borrower and the Participants, as amended, modified, restated or replaced from time to time.

“**Participation Interest**”: With respect to each Participant, its beneficial ownership interest in each Student Loan in the Program, including such Participant’s right to receive its share of Student Loan proceeds on each Program Payment Date.

“**Permitted Liens**”: As defined in [Section 8.2](#).

“**Person**”: Any individual, partnership, limited liability company, corporation, trust, joint venture, joint stock company, association, unincorporated organization, government or agency or political subdivision thereof, or other entity.

“**Prime Rate**”: The floating per annum rate of interest that, at any time and from time to time, is most recently published in the Money Rate Section of *The Wall Street Journal* as the Prime Rate, which rate is not intended to be Lender’s lowest or most favorable rate of interest at any one time. For purposes of this Agreement, the Prime Rate will be determined on the first day of each month and will remain in effect for such month regardless of any published changes in the Prime Rate during such month. If more than one Prime Rate appears, then the highest rate will be used. The effective date of any change in the Prime Rate shall for purposes of this Agreement be the date such change in the Prime Rate is so published in the Money Rate Section of *The Wall Street Journal*. Lender shall not be obligated to give notice of any change in the Prime Rate.

“Program”: The national financing program established by Borrower to provide private student loans to Students in accordance with the Program Agreement.

“Program Administrator”: The Person designated from time to time as the *“Program Administrator”* under the Program Agreement. The initial Program Administrator is TRG.

“Program Agreement”: The Financing Program Agreement dated as of February 20, 2009 between Lender and Borrower, as amended, modified, restated or replaced from time to time.

“Program Documents”: The Program Agreement, the Participation Agreement, the Servicing Agreement(s), the Risk Sharing Agreement, and any other documents or instruments entered into in connection with the Program, and any amendment, modification, restatement or replacement thereof.

“Program Payment Date”: The 25th day of each month or, if such day is not a Business Day, the following Business Day.

“Retained CUSO Interest”: With respect to each Student Loan in a Student Loan Pool, on any date of determination, the portion thereof that is not then subject to Participation Interests held by Participants.

“Risk Sharing Agreement”: The Risk Sharing Agreement dated as of February 20, 2009 between Lender and Borrower in connection with the Program, as amended, supplemented, modified, restated or replaced from time to time.

“Servicer”: The Person obligated pursuant to the Servicing Agreement to, among other things, collect, monitor and report Student Loan payments, handle late payments and other delinquencies, and remit payments.

“Servicing Agreement”: The Servicing Agreement dated as of February 20, 2009 between Borrower and the Servicer, as amended, supplemented, modified, or replaced from time to time.

“Servicing Fee”: The “servicing fee” payable to Servicer for performing its obligations under the Servicing Agreement.

“Student”: A student enrolled at one of Lender’s ITT Technical Institutes.

“Student Loan”: A loan made to Students and originated in connection with the Program.

“Student Loan Documents”: With respect to each Student Loan, the Student Loan Note and all other documents and instruments evidencing, securing or otherwise relating to such Student Loan.

“Student Loan Funding Account”: The account designated by the Student Loan Originating Entity into which Borrower will deposit the purchase price for Student Loans in connection with the Program.

“Student Loan Note”: The promissory note evidencing each Student Loan.

“Student Loan Originating Entity”: The federal credit union that will originate Student Loans and sell such Student Loans to Borrower in connection with the Program.

“**Student Loan Pool**”: A discrete pool of Student Loans disbursed during a Funding Year in connection with the Program.

“**Student Loan Purchase Advance**”: As defined in [Section 2.1\(b\)\(i\)](#).

“**Subsidiary**”: Any corporation, partnership, limited partnership, limited liability company, limited liability partnership or other entity of which or in which Borrower owns directly or indirectly fifty percent (50.00%) or more of (a) the combined voting power of all classes of stock having general voting power under ordinary circumstances to elect a majority of the board of directors of such entity if a corporation, (b) the management authority and capital interest or profits interest of such entity, if a partnership, limited partnership, limited liability company, limited liability partnership, joint venture or similar entity, or (c) the beneficial interest of such entity, if a trust, association or other unincorporated organization.

“**TRG**”: The Rochdale Group, Inc., a Kansas corporation.

“**UCC**”: The Uniform Commercial Code in effect in the State of Delaware from time to time.

1.2 [Accounting Terms](#). Any accounting terms used in this Agreement that are not specifically defined in this Agreement have the meanings customarily given them.

1.3 [Other Terms Defined in UCC](#). All other capitalized words and phrases used in this Agreement and not otherwise specifically defined have the respective meanings assigned to such terms in the UCC, as amended from time to time.

1.4 [Other Definitional Provisions: Construction](#). Whenever the context so requires, the neuter gender includes the masculine and feminine, the single number includes the plural, and vice versa, and in particular the word “Borrower” shall be so construed. The words “hereof,” “herein” and “hereunder” and words of similar import when used in this Agreement shall refer to this Agreement as a whole and not to any particular provision of this Agreement, and references to Article, Section, Subsection, Annex, Schedule, Exhibit and like references are references to this Agreement unless otherwise specified. The term “include” or “including” means without limitation by reason of enumeration. The term “or” has, except where otherwise indicated, the inclusive meaning represented by the phrase “and/or.” An Event of Default shall “continue” or be “continuing” until such Event of Default has been waived in accordance with [Section 12.3](#) of this Agreement. References in this Agreement to any party include such party’s successors and permitted assigns. To the extent any of the provisions of the other Loan Documents are inconsistent with the terms of this Agreement, the provisions of this Agreement shall govern.

2. [LOANS; PAYMENTS; INTEREST](#).

2.1 [Loans; Payments](#).

(a) [Loans](#). Subject to the terms and conditions of this Agreement and the other Loan Documents, and in reliance upon the representations and warranties of Borrower set forth in this Agreement and in the other Loan Documents, Lender may make Loans to Borrower at such times and in such amount as Lender deems appropriate in its sole and absolute discretion. Borrower acknowledges and agrees that (i) Lender may decline to make a Loan under this Agreement in its sole and absolute discretion and regardless of Borrower’s satisfaction any precedent conditions to a Loan described in this Agreement and (ii) Lender will not and has no intention to (x) make any Loans on or after the Advance Termination Date or (y) make any Loan that would cause the aggregate outstanding principal balance of all Loans to exceed the Maximum Loan Amount. Loans made by Lender may be repaid and, subject to the terms and conditions hereof, advanced again by Lender up to (but not including) the Advance Termination Date.

(b) Use of Loan Advances. The Loans shall be used by Borrower only to:

(i) fund the purchase of all or portions of Student Loans in connection with the Program (in such case, a “*Student Loan Purchase Advance*”); and

(ii) pay the following operating expenses of Borrower incurred in connection with the Program: (A) Servicing Fees payable to the Servicer under the Servicing Agreement; (B) loan origination or underwriting fees payable to the Origination Vendor under the Origination Agreement; (C) interest payable to Lender under this Agreement in connection with Student Loan Purchase Advances; (D) fees payable to the Student Loan Originating Entity; (E) other Borrower operating expenses, including third-party audits and reviews, legal expenses, travel expenses, administrative expenses and expenses for static pool and rate shock analyses; (F) reimbursement of certain Lender expenses relating to the development of the Program as described in Section 3.2(b) of the Program Agreement; (G) payments to the Program Administrator pursuant to the Management Agreement; (H) reimbursements to the Student Loan Originating Entity of data processing expenses related to membership; and (I) interest payable to Lender under this Agreement in connection with advances for any of the foregoing expenses (in any such case, an “*Operating Expense Advance*”).

(c) Payments.

(i) Interest Payments. Without limiting the required payments described in Section 2.1(c)(iii) below, accrued and unpaid interest on the principal balance of the Loans shall be due and payable on the first (1st) day of each quarter, in arrears, commencing on January 1, 2011 and continuing on the first (1st) day of each calendar quarter thereafter (i.e. April 1, July 1, October 1 and January 1 in each year), and on the Loan Maturity Date.

(ii) Maturity Repayment. The outstanding principal balance of the Obligations (including the Loans and all accrued interest thereon) shall be repaid by Borrower on the Loan Maturity Date, unless payable sooner pursuant to the provisions of this Agreement.

(iii) Interim Payments.

(A) Allocations under the Program. If any Obligations are outstanding under this Agreement on any Program Payment Date, then all amounts payable to Borrower pursuant to Section 7(b) of the Participation Agreement in connection with its Retained CUSO Interest, if any (and *not* any amounts paid to Borrower as the Administrative Fee under the Participation Agreement), without regard to the Student Loan Pool related to such Retained CUSO Interest, shall be paid to Lender on such Program Payment Date.

(B) Student Loan Refunds. If any Obligations with respect to Student Loan Purchase Advances are outstanding under this Agreement, then all amounts payable to Borrower as refunds of Student Loans pursuant to Section 7(c) of the Participation Agreement, if any, without regard to the Student Loan Pool related to such Student Loan refund, shall be paid to Lender within two (2) Business Days after Borrower’s receipt thereof. Any such refunded amounts that exceed the amount of outstanding Obligations with respect to Student Loan Purchase Advances shall be utilized by Borrower as required by the Participation Agreement and the other Program Documents. If Lender is effecting any such refund of a Student Loan and such refund is payable to Borrower, then Lender may offset and retain such amount as a payment under this Section 2.1(c)(iii)(B).

(C) Sales and Other Transactions of Student Loans and the Retained CUSO Interest. Pursuant to the Participation Agreement and the Program Agreement, Borrower has the right under the Program to effect certain sales and transactions of its interests therein, including (i) securitizations and whole-loan sales of Student Loans in a Student Loan Pool following the related Funding Year and (ii) sales of participation interests corresponding to its related Retained CUSO Interest with respect to a Student Loan Pool. Borrower agrees that the proceeds of any such sale or other transaction received by it shall, if any Obligations are then outstanding under this Agreement and without regard to the Student Loan Pool affected by such sale or transaction, be paid to Lender on the Business Day following Borrower's receipt thereof.

(D) Loss Sharing Offsets. If any Obligations are outstanding under this Agreement and Lender has an obligation under the Risk Sharing Agreement to make a payment to or for the benefit of Borrower in connection with its Retained CUSO Interest, then such amount may be offset by Lender and retained as a payment by Borrower under this Agreement.

(iv) Optional Payments. In addition to the mandatory payments described in this Section 2.1(c), Borrower may from time to time pay down or pay off the Obligations, in whole or in part, without any prepayment penalty whatsoever.

(v) Remittance Account. All payments made under this Agreement shall be made by electronic transfer to the account designated in writing by Lender to Borrower from time to time.

(vi) Application of Payments and Collections. Borrower irrevocably waives the right to direct the application of any and all payments and collections of the Obligations at any time or times after the Effective Date received by Lender from or on behalf of Borrower or any other Obligor, and Borrower hereby agrees that Lender shall have the continuing exclusive right to apply and reapply any and all such payments and collections received at any time or times after the Effective Date by Lender against the Obligations, in such manner as Lender may deem advisable, notwithstanding any entry by Lender upon any of its books and records.

2.2 Interest Rates and Computation; Collection of Funds. Except as otherwise provided in this Section 2.2, the principal amount of the Loans outstanding from time to time shall bear interest at the Interest Rate. Any amount of principal or interest on the Loans that is not paid when due, whether at stated maturity, by acceleration or otherwise, and any other amounts under the Note and other Loan Documents not paid when due, shall accrue interest at the Default Rate. Borrower and Lender agree that the Default Rate is a reasonable and fair estimate of the losses that would be suffered by Lender in the event of a default although such losses are difficult to predict in amount. All interest and fees shall be calculated on the basis of a year consisting of 360 days and shall be paid for the actual number of days elapsed. Principal payments submitted in funds not immediately available shall continue to bear interest until collected. If any payment to be made by Borrower under this Agreement or the Note shall become due on a day other than a Business Day, such payment shall be made on the next succeeding Business Day and such extension of time shall be included in computing any interest in respect of such payment.

2.3 Take-out Financing. Borrower agrees that it will use its commercially reasonable best efforts to obtain a line of credit or other credit facility to replace the credit line contemplated by this Agreement as soon as possible after the Effective Date when such credit facility becomes available to Borrower on commercially reasonable terms, in which case the proceeds of such replacement credit facility shall be used to pay all Obligations outstanding under this Agreement as of the closing of such credit facility and this Agreement shall terminate. Borrower further agrees that it will report to Lender in writing the status of such credit facility search on a monthly basis and as otherwise requested by Lender from time to time.

3. CONDITIONS OF BORROWING.

3.1 Initial Advance. Prior to advancing the first Loan under this Agreement, Borrower must satisfy the following conditions to Lender's satisfaction in its sole and absolute discretion:

(a) Loan Documents. Borrower must execute and deliver to Lender the following instruments and other documents (collectively, the "**Loan Documents**"):

- (i) this Agreement;
- (ii) the Note;
- (iii) a deposit account control agreement with respect to each of the Distribution Account and the Operating Account;
- (iv) the Bailment Agreement;
- (v) a Collateral Assignment of Management Agreement (with TRG);
- (vi) resolutions of the board of directors, managers or members of Borrower authorizing the execution of this Agreement and the other Loan Documents; and
- (vii) such other certificates, financial statements, schedules, resolutions, notes and other documents that are provided for under this Agreement or that Lender shall reasonably require.

(b) Event of Default. No Event of Default, and no any event that, with notice or lapse of time or both, would constitute an Event of Default, exists or has occurred.

(c) Adverse Changes. No Material Adverse Effect has occurred, as determined in Lender's sole and absolute discretion.

(d) Litigation. No litigation or governmental proceeding is instituted against Borrower or any of its members, managers, directors or officers, which in Lender's sole and absolute discretion, materially adversely affects Borrower's financial condition or continued operation.

(e) Representations and Warranties. Each representation or warranty of Borrower contained in this Agreement or in any other Loan Document must be true and correct.

3.2 Future Advances. Notwithstanding any other provision of this Agreement, Borrower acknowledges and agrees that this line of credit evidenced by this Agreement and the other Loan Documents is a specialty line of credit made available only as an accommodation in connection with the Program and that, accordingly, Lender retains the sole and absolute decision regarding whether any Loan advance is necessary, appropriate or advisable under any circumstances. Without limiting the foregoing, Borrower acknowledges and agrees that (i) Lender may decline to make a Loan under this Agreement in its sole and absolute discretion and regardless of Borrower's satisfaction of any conditions described in this Section 3 and regardless of whether any adverse event or circumstance (e.g. an Event of Default), whether or not material, has occurred or exists, and (ii) Lender will not and has no intention to (x) make any Loans on or after the Advance Termination Date or (y) make any Loan that would cause the aggregate outstanding principal balance of all Loans to exceed the Maximum Loan Amount.

4. NOTE EVIDENCING LOAN.

The Loans shall be evidenced by a single Revolving Note (together with any and all renewal, extension, modification or replacement notes executed by Borrower and given in substitution therefor, the "**Note**") in the form acceptable to Lender, duly executed by Borrower and payable to the order of Lender. At the time of the disbursement of any Loan, or a repayment made in whole or in part thereon, an appropriate notation thereof shall be made on the books and records of Lender. All amounts recorded shall be, absent demonstrable error, conclusive and binding evidence of (a) the principal amount of the Loans advanced under this Agreement, (b) any unpaid interest owing on the Loans and (c) all amounts repaid on the Loans. The failure to record any such amount or any error in recording such amounts shall not, however, limit or otherwise affect the obligations of Borrower under the Note to repay the principal amount of the Loans, together with all interest accruing thereon.

5. MANNER OF BORROWING.

Borrower shall deliver to Lender a written borrowing request at least two (2) Business Days prior to the proposed advance date of a Loan, in each case specifying the proposed date and amount of and specific uses for such Loan. Each such request delivered by Borrower shall be deemed to constitute a confirmation of Borrower's representations and warranties in this Agreement and a confirmation that the conditions in Section 3.1 are satisfied, in each case as of the date of such request. Lender may request from Borrower, and Borrower will provide to Lender, supporting documentation and information in connection with any such borrowing request, including invoices for paid or payable expenses and budgets specifying future expenses.

Lender is authorized to rely on any written, verbal, electronic, telephonic or telecopy loan requests by a Person designated in writing by Borrower as authorized to make such request. The initial group of such Persons is designated on Schedule 5, which group may be modified by Borrower by delivering to Lender a revised Schedule 5 from time to time. Borrower irrevocably confirms, ratifies and approves all such advances by Lender and indemnifies Lender against losses and expenses (including attorneys' fees and expenses) with respect thereto.

Any portion of a Loan constituting a Student Loan Purchase Advance will be paid directly to the Student Loan Funding Account. Any portion of a Loan constituting an Operating Expense Advance will be paid into the Operating Account.

6. SECURITY FOR THE OBLIGATIONS.

6.1 Security for Obligations. As security for the payment of the Obligations, Borrower pledges, assigns, transfers and delivers to Lender, and grants to Lender a continuing and unconditional security interest in and to, Borrower's rights, title and interest in and to the following property, whether tangible or intangible, wherever located and whether now existing or hereafter arising or acquired (all of such property, individually and collectively, the "Collateral");

(a) the Retained CUSO Interest (including any interest of Borrower in the Student Loans and the Student Loan Documents (whether tangible or electronic) evidencing or securing the Student Loans) and all accounts, general intangibles and payment intangibles related thereto;

(b) the Distribution Account, the Operating Account, all amounts deposited in such accounts and all contract rights and privileges in respect of such accounts, and all cash, checks, money orders and other items of value of Borrower now or hereafter paid, deposited, credited, held (whether for collection, provisionally or otherwise) or otherwise in the possession or under the control of, or in transit to, Lender or any agent, bailee or custodian thereof, credited or held to be credited to either such account;

(c) all personal property of, or for the account of, Borrower now or hereafter coming into the possession, control or custody of, or in transit to, Lender or any agent or bailee for Lender or any participant with Lender in the Loan (whether for safekeeping, deposit, collection, custody, pledge, transmission or otherwise), including all earnings, dividends, interest, or other rights in connection therewith and the products and proceeds therefrom;

(d) all additions and accessions to, replacements and substitutions for, products and proceeds of, rents, offspring, revenues and profits from, and all right, title, security, guaranties and supporting obligations with respect to, the property and the use or operation of the property described in Sections 6.1(a)-(c) above, whether tangible or intangible, and, to the extent not otherwise included, all payments under any insurance policy (whether or not Lender is the loss payee thereof) and under any indemnity, warranty or guaranty, payable by reason of loss or damage to, or otherwise with respect to, any of the foregoing Collateral.

To the extent that the UCC does not apply to any item of the Collateral, it is the intention of Borrower and Lender and this Agreement that Lender have a common law pledge or collateral assignment of such item of Collateral.

To avoid doubt, Lender acknowledges that (i) the Participants own Participation Interests in the Student Loans and have interests in amounts corresponding to such Participation Interests that are deposited in the Distribution Account and, (ii) accordingly, the Collateral does not include any Participation Interest in any Student Loan or any amount deposited in the Distribution Account that is payable to a Participant in connection with its Participation Interests in the Student Loans.

6.2 Possession and Transfer of Collateral.

(a) Subject to the payments required under Section 2.1(c)(iii) of this Agreement, until an Event of Default has occurred under this Agreement, Borrower shall be entitled to possession or use of the Collateral. The cancellation or surrender of the Note, upon payment or otherwise, shall not affect the right of Lender to retain the Collateral for any other of the Obligations.

(b) If any Obligations are outstanding under this Agreement, then Borrower shall not sell, assign (by operation of law or otherwise), license, lease or otherwise dispose of, or grant any option with respect to any of the Collateral, except that Borrower may, with Lender's prior written consent (which consent may be granted or denied in Lender's sole and absolute discretion), (i) effect a securitization including or a whole-loan sale of Student Loans in a Student Loan Pool following the related Funding Year, or (ii) sell one or more participation interests corresponding to all or a portion of Borrower's Retained CUSO Interest with respect to a Student Loan Pool. Borrower must deliver to Lender notice of any such transaction at least ten (10) Business Days prior to the closing thereof and, pursuant to Section 2.1(c)(iii)(C), Borrower shall pay to Lender any proceeds resulting from any such sale or other transaction (without regard to the Student Loan Pool affected by such sale or transaction) on the Business Day following Borrower's receipt thereof. Lender consent with respect to any such sale or transaction may include a condition that the proceeds thereof be paid directly to Lender without receipt by Borrower.

6.3 Financing Statements. Borrower shall, at Lender's request, at any time and from time to time, authorize, execute or deliver to Lender such financing statements, amendments and other documents and do such acts as Lender deems necessary in order to establish and maintain valid, attached and perfected first security interests in the Collateral in favor of Lender, free and clear of all Liens and claims and rights of third parties whatsoever (except as otherwise specifically set forth in Section 8 of this Agreement). Borrower irrevocably authorizes Lender at any time, and from time to time, to file in any jurisdiction any initial financing statements and amendments thereto that (a) cover the Collateral (regardless of whether any particular asset comprised in the Collateral falls within the scope of Article 9 of the Uniform Commercial Code of the jurisdiction wherein such financing statement or amendment is filed) or describe the Collateral as being of an equal, lesser or greater scope or in lesser or greater detail, (b) indicate an agent or affiliate of Lender (whether or not indicating of the representative capacity of such agent or affiliate) as the secured party of record with respect to such financing statement (it being acknowledged and agreed that such agent or affiliate has no obligation or liability to Borrower under this Agreement or any other Loan Document), and (c) contain any other information required by Section 5 of Article 9 of the Uniform Commercial Code of the jurisdiction wherein such financing statement or amendment is filed, including (i) whether Borrower is an organization, the type of organization and any organization identification number issued to Borrower, and (ii) in the case of a financing statement filed as a fixture filing or indicating Collateral as as-extracted collateral or timber to be cut, a sufficient description of real property to which the Collateral relates. Borrower agrees to furnish any such information to Lender promptly upon request. Borrower further ratifies and affirms its authorization for any financing statements or amendments thereto filed by Lender in any jurisdiction prior to the Effective Date.

6.4 Preservation of the Collateral. Lender may, but is not required to, take such action from time to time as Lender deems appropriate to maintain or protect the Collateral. Lender shall exercise such reasonable care in the custody and preservation of the Collateral (if Lender takes such action) as Borrower reasonably requests in writing, but such request shall not be inconsistent with Lender's status as a secured party, and the failure of Lender to comply with any such request shall not be deemed a failure to exercise reasonable care. In addition, any failure of Lender to preserve or protect any rights with respect to the Collateral against prior or third parties, or to do any act with respect to preservation of the Collateral requested by Borrower, shall not be deemed a failure to exercise reasonable care in the custody or preservation of the Collateral. Borrower shall have the sole responsibility for taking such action as may be necessary, from time to time, to preserve all rights of Borrower and Lender in the Collateral against prior or third parties. Without limiting the generality of the foregoing, where Collateral consists in whole or in part of securities, Borrower represents to, and covenants with, Lender that Borrower has made arrangements for keeping informed of changes or potential changes affecting the securities (including rights to convert or subscribe, payment of dividends, reorganization or other exchanges, tender offers and voting rights), and Borrower agrees that Lender shall have no responsibility or liability for informing Borrower of any such or other changes or potential changes or for taking any action or omitting to take any action with respect thereto.

6.5 Electronic Chattel Paper and Transferable Records; Student Loan Notes. If Borrower at any time holds or acquires an interest in any electronic chattel paper or any "transferable record", as that term is defined in Section 201 of the federal Electronic Signatures in Global and National Commerce Act, or in Section 16 of the Uniform Electronic Transactions Act as in effect in any relevant jurisdiction, Borrower shall promptly notify Lender thereof and, at the request of Lender, shall take such action as Lender may reasonably request to vest in Lender control under Section 9-105 of the UCC of such electronic chattel paper or control under Section 201 of the federal Electronic Signatures in Global and National Commerce Act or, as the case may be, Section 16 of the Uniform Electronic Transactions Act (as in effect in such jurisdiction) of such transferable record. Lender agrees with Borrower that Lender will arrange, pursuant to procedures satisfactory to Lender and so long as such procedures will not result in Lender's loss of control, for Borrower to make alterations to the electronic chattel paper or transferable record permitted under Section 9-105 of the UCC or, as the case may be, Section 201 of the federal Electronic Signatures in Global and National Commerce Act or Section 16 of the Uniform Electronic Transactions Act for a party in control to make without loss of control, unless an Event of Default has occurred and is continuing or would occur after taking into account any action by Borrower with respect to such electronic chattel paper or transferable record.

Except for Student Loans executed electronically, there is only one original executed Student Loan Note evidencing each Student Loan. For Student Loans that were or will be executed electronically, the Servicer has or will have possession of the electronic records evidencing the Student Loan Note. Borrower has or will have in its possession, or Borrower will cause the Servicer to deliver to Lender, a copy of the Student Loan Note that constitutes or evidences each Student Loan. The Student Loan Notes do not have any marks or notations indicating that they have been pledged, assigned or otherwise conveyed to any Person other than Lender. All financing statements filed or to be filed against Borrower in favor of Lender in connection with this Agreement describing the Retained CUSO Interest or any other interest in the Student Loans may contain a statement to the following effect: "A purchase of or security interest in any collateral described in this financing statement will violate the rights of Lender."

Borrower shall cause the Servicer to hold the Student Loan Documents, including any electronic records evidencing the Student Loan Notes, for the benefit of Lender and to maintain such accurate and complete accounts, records and computer systems pertaining to the Student Loan Documents, including any electronic records evidencing the Student Loan Notes, as shall enable Borrower to comply with this Agreement. Borrower shall cause the Servicer to enter into the Bailment Agreement pursuant to which the Servicer shall agree to (i) act with reasonable care, using that degree of skill and attention that the Servicer exercises with respect to the student loan files relating to similar student loans that the Servicer services on behalf of other Persons, (ii) ensure that it fully complies with all applicable federal and state laws, including the Higher Education Act and any applicable e-sign laws, with respect thereto, (iii) take all actions necessary with respect to the Student Loan Documents held by it and of the related accounts, records and computer systems, in order to enable Lender to verify the accuracy of the Servicer's record keeping with respect to the Servicer's obligations as custodian, and (iv) promptly report to Borrower and Lender any material failure on its part to hold the Student Loan Documents and maintain its accounts, records and computer systems as herein provided and promptly take appropriate action to remedy any such failure. Nothing herein shall be deemed to require an initial review or any periodic review by Lender of the Student Loan Documents. The Bailment Agreement shall also require that if, in Lender's reasonable judgment, it is necessary to preserve the interests of Lender in the Student Loans, the Servicer shall transfer physical possession of the Student Loan Notes to Lender or any other custodian designated by Lender.

6.6 Other Actions as to any and all Collateral. Borrower further agrees to take any other action reasonably requested by Lender to insure the attachment, perfection and priority of, and the ability of Lender to enforce, Lender's security interest in any and all of the Collateral, including (a) authorizing, executing, delivering or, where appropriate, filing financing statements and amendments thereto under the Uniform Commercial Code, (b) causing Lender's name to be noted as secured party on any certificate of title for a titled good if such notation is a condition to attachment, perfection or priority of, or ability of Lender to enforce, Lender's security interest in such Collateral, (c) complying with any provision of any statute, regulation or treaty of the United States as to any Collateral if compliance with such provision is a condition to attachment, perfection or priority of, or ability of Lender to enforce, Lender's security interest in such Collateral, (d) obtaining governmental and other third party consents and approvals (including any consent of any licensor, lessor or other Person obligated on Collateral), (e) obtaining waivers from mortgagees and landlords in form and substance satisfactory to Lender, and (f) taking all actions required by the UCC in effect from time to time or by other law, as applicable in any relevant UCC jurisdiction, or by other law as applicable in any foreign jurisdiction.

7. REPRESENTATIONS AND WARRANTIES.

To induce Lender to make the Loan, Borrower makes the following representations and warranties to Lender, each of which shall be true and correct in all material respects as of the Effective Date, and which shall survive the execution and delivery of this Agreement:

7.1 Borrower Organization and Name. Borrower is a limited liability company duly organized, validly existing and in good standing under the laws of the State of Delaware, with full power and authority to carry on and conduct its business as presently conducted. Borrower's state issued organizational identification number is 4614327. Borrower is duly licensed or qualified in all foreign jurisdictions wherein the nature of its activities require such qualification or licensing. The exact legal name of Borrower is as set forth in the first paragraph of this Agreement, and Borrower currently does not conduct, nor has it during the last five (5) years conducted, business under any other name or trade name.

7.2 Authorization: Validity. Borrower has full right, power and authority to enter into this Agreement, to borrow and incur the Loans and other Obligations and execute and deliver the Loan Documents as provided in this Agreement and to perform all of its duties and obligations under this Agreement and the other Loan Documents. The execution and delivery of this Agreement and the other Loan Documents will not, nor will the observance or performance of any of the matters and things herein or therein violate or contravene any provision of law or of the articles of organization, operating agreement or other organizational documents of Borrower. All necessary and appropriate action has been taken on the part of Borrower to authorize the execution and delivery of this Agreement and the other Loan Documents. This Agreement and the other Loan Documents are valid and binding agreements and contracts of Borrower in accordance with their respective terms.

7.3 Compliance With Laws. The nature and transaction of Borrower's business and operations and the use of its properties and assets (including the Collateral and any real estate owned or occupied by Borrower) do not and during the term of this Agreement shall not, violate or conflict with, in any material respect, any applicable law, statute, ordinance, rule, regulation or order of any kind or nature, including the provisions of the Fair Labor Standards Act, any zoning, land use, building, noise abatement, occupational health and safety or other laws, any building permit, any condition, grant, easement, covenant, condition or restriction, whether recorded or not, and any state or federal laws, rules or regulations in any way affecting Borrower's right or ability to purchase, hold or collect on the Student Loans.

7.4 Absence of Breach. The execution, delivery and performance of this Agreement, the Loan Documents and any other documents or instruments to be executed and delivered by Borrower in connection with the Loan shall not (a) violate any provisions of law or any applicable regulation, order, writ, injunction or decree of any court or governmental authority, or (b) conflict with, be inconsistent with, or result in any breach or default of any of the terms, covenants, conditions, or provisions of any indenture, mortgage, deed of trust, instrument, document, agreement or contract of any kind to which Borrower is a party or by which Borrower or any of its property or assets may be bound.

7.5 Collateral Representations. Borrower is the sole owner of the Collateral, free from any Lien of any kind, other than Permitted Liens.

7.6 Financial Statements. All financial statements submitted to Lender have been prepared on a basis, except as otherwise noted therein, consistent with the previous fiscal year and truly and accurately reflect the financial condition of Borrower and the results of the operations for Borrower as of such date and for the periods indicated.

7.7 Litigation and Taxes. There is no litigation, demand, charge, claim, petition or governmental investigation or proceeding pending or, to the best knowledge of Borrower, threatened against Borrower, which, if adversely determined, would result in a Material Adverse Effect. Borrower has duly filed all applicable income or other tax returns and has paid all income or other taxes when due. There is no controversy or objection pending or, to the best knowledge of Borrower, threatened in respect of any tax returns of Borrower.

7.8 Event of Default. No Event of Default has occurred, and no event has occurred that, with the lapse of time, the giving of notice or both, would constitute an Event of Default under this Agreement or any of the other Loan Documents. Borrower is not in default (without regard to grace or cure periods) under any contract or agreement to which it is a party.

7.9 ERISA. Neither Borrower nor any member of the Controlled Group maintains or contributes to any Employee Plan.

7.10 Adverse Circumstances. No condition, circumstance, event, agreement, document, instrument, restriction, litigation or proceeding (or threatened litigation or proceeding or basis therefor) exists that (a) could reasonably be expected to adversely affect the validity or priority of the Liens granted to Lender under this Agreement or the other Loan Documents, (b) could reasonably be expected to materially adversely affect the ability of Borrower to perform its obligations under the Loan Documents, (c) would constitute an Event of Default under any of the Loan Documents, or (d) creates or may result in a circumstance or event that, with the lapse of time, the giving of notice or both, would constitute an Event of Default under any of the Loan Documents.

7.11 Lending Relationship. Borrower acknowledges and agrees that the relationship created by this Agreement with Lender is and has been conducted on an open and arm's length basis in which no fiduciary relationship exists and that Borrower has not relied and is not relying on any such fiduciary relationship in executing this Agreement and in consummating the Loans.

7.12 Business Loan. The Loans, including the interest rate, fees and charges as contemplated by this Agreement, (a) are business loans under New York law, (b) are exempted transactions under the Truth In Lending Act, 12 U.S.C. 1601 et seq., as amended from time to time, and (c) do not, and when disbursed shall not, violate the provisions of any New York usury laws, any consumer credit laws or the usury laws of any state which may have jurisdiction over the transactions described in this Agreement, Borrower or any property securing the Obligations.

7.13 Regulation U. No portion of the proceeds of any Loan shall be used by Borrower or any affiliate of Borrower, either directly or indirectly, for the purpose of purchasing or carrying any margin stock, within the meaning of Regulation U as adopted by the Board of Governors of the Federal Reserve System.

7.14 Governmental Regulation. Borrower and its Subsidiaries are not, or after giving effect to any Loan will not be, subject to regulation under the Public Utility Holding Company Act of 1935, the Federal Power Act or the Investment Company Act of 1940 or to any federal or state statute or regulation limiting its ability to incur indebtedness for borrowed money.

7.15 Bank Accounts. The account numbers and locations of the Distribution Account, the Operating Account and all other deposit accounts and bank accounts of Borrower and its Subsidiaries are attached to this Agreement as Schedule 7.15.

7.16 Place of Business. The principal place of business of Borrower is 8700 Indian Creek Parkway, Suite 120, Overland Park, Kansas 66210 and Borrower shall promptly notify Lender of any change in such location. Borrower will not remove or permit the Collateral to be removed from such location without the prior written consent of Lender.

7.17 Complete Information. This Agreement and all financial statements, schedules, certificates, confirmations, agreements, contracts, and other materials submitted to Lender in connection with or in furtherance of this Agreement by or on behalf of Borrower fully and fairly state the matters with which they purport to deal, and neither misstate any material fact nor, separately or in the aggregate, fail to state any material fact necessary to make the statements made not misleading.

7.18 Books and Records. The books and records of Borrower are in good order, complete, accurate, and up to date.

8. NEGATIVE COVENANTS

8.1 Indebtedness. Borrower shall not, either directly or indirectly, create, assume, incur or have outstanding any Indebtedness (including purchase money indebtedness), or become liable, whether as endorser, guarantor, surety or otherwise, for any debt or obligation of any other Person, except:

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- (a) the Obligations;
 - (b) endorsement for collection or deposit of any commercial paper secured in the ordinary course of business;
 - (c) obligations of Borrower for taxes, assessments, municipal or other governmental charges; and
 - (d) obligations of Borrower for accrued expenses as accounts payable and incurred in the ordinary course of business.

8.2 **Encumbrances.** Borrower shall not, either directly or indirectly, create, assume, incur or suffer or permit to exist any Lien or charge of any kind or character upon any asset of Borrower, whether owned on the Effective Date or hereafter acquired except:

- (a) Liens for taxes, assessments or other governmental charges not yet due or that are being contested in good faith by appropriate proceedings in such a manner as not to make the property forfeitable;
- (b) Liens or charges incidental to the conduct of its business or the ownership of its property and assets that were not incurred in connection with the borrowing of money or the obtaining of an advance or credit, and that do not in the aggregate materially detract from the value of its property or assets or materially impair the use thereof in the operation of its business;
- (c) pledges or deposits to secure obligations under worker's compensation laws or similar legislation;
- (d) good faith deposits in connection with leases to which Borrower is a party;
- (e) deposits to secure public or statutory obligations of Borrower; and
- (f) Liens granted to Lender under this Agreement.

Items (a) through (f) are referred to as "**Permitted Liens**".

8.3 **Investments.** Borrower shall not, either directly or indirectly, make or have outstanding any new investments (whether through purchase of stocks, obligations or otherwise) in, or loans or advances to, any other Person (to avoid doubt, not including Student Loans purchased in the normal course of the Program), or acquire all or any substantial part of the assets, business, stock or other evidence of beneficial ownership of any other Person.

8.4 **Transfer; Merger.** Borrower shall not either: (i) directly or indirectly, merge, consolidate, sell, transfer, license, lease, encumber or otherwise dispose of all or any part of its property or business or all or any substantial part of its assets; or (ii) except as otherwise permitted under [Section 6.2\(b\)](#) of this Agreement, sell or discount (with or without recourse) any of its interest in the Student Loans or its Retained CUSO Interest; unless, in the case of either *clause (i)* or *clause (ii)*, (x) Borrower has obtained Lender's prior written consent or, (y) if no Obligations are then outstanding under this Agreement, Borrower has delivered prior written notice to Lender.

8.5 **Issuance of Stock.** Other than as expressly permitted under the Program, Borrower shall not, either directly or indirectly, issue or distribute any additional capital stock, membership interests or other securities of Borrower.

8.6 **Distributions.** So long as any Obligations are outstanding, Borrower shall not, either directly or indirectly, purchase or redeem any membership interests, or declare or pay any dividends or distributions, whether in cash or otherwise, or set aside any funds for any such purpose.

8.7 Bank Accounts. Borrower shall not move or change any information with respect to the Distribution Account or the Operating Account or any other account described on Schedule 7.15, and shall not establish any new deposit accounts or other bank accounts, in any such case without the prior written consent of Lender. Notwithstanding the foregoing, Borrower may move any such account to or establish any new account with a Designated Financial Institution (as defined in the Program Agreement) provided that, prior to such account move or establishment, Borrower causes such Designated Financial Institution to enter into an account control agreement with Lender that is acceptable in form and substance to Lender.

8.8 Change of Legal Status. Borrower shall not change its name, its organizational identification number (if it has one), its type of organization, its jurisdiction of organization or other legal structure.

9. AFFIRMATIVE COVENANTS.

9.1 Company Existence. Borrower shall at all times preserve and maintain its existence, rights, franchises and privileges, and shall at all times continue as a going concern in the business that Borrower is presently conducting. If Borrower does not have a state issued identification number and later obtains one, Borrower shall promptly notify Lender of such organizational identification number.

9.2 Maintain Property. Borrower shall at all times maintain and preserve the Collateral in good condition and shall from time to time make all needful and proper renewals, replacements and additions thereto so that at all times the condition thereof shall be fully preserved and maintained. Borrower shall permit Lender to examine and inspect its place of business and properties at all reasonable times.

9.3 Maintain Insurance. Borrower shall at all times maintain insurance with insurance companies acceptable to Lender (i) for all insurable property owned by it that is of a character usually insured by companies similarly situated, insuring against any loss or damage from fire and such other hazards or risks as are customarily insured against by companies similarly situated, and (ii) for employers', public and professional liability risks. Borrower shall deliver to Lender a certificate setting forth in summary form the nature and extent of the insurance maintained by Borrower pursuant to this Section 9.3. All such policies of insurance must be satisfactory to Lender in relation to the amount and term of the Obligations and type and value of the Collateral and assets of Borrower, and shall identify Lender as loss payee or as an additional insured. If Borrower either fails to provide Lender with evidence of the insurance coverage required by this Section 9.3 or at any time hereafter fails to obtain or maintain any of the policies of insurance required above, or if Borrower fails to pay any premium in whole or in part relating thereto, then Lender, without waiving or releasing any obligation or default by Borrower under this Agreement, may at any time (but has no obligation to) obtain and maintain such policies of insurance and pay such premium and take any other action with respect thereto that Lender deems advisable. Such insurance coverage obtained by Lender (a) may but need not protect Borrower's interest in such property and (b) may not pay any claim made by or against Borrower in connection with such property. Borrower may later cancel any such insurance purchased by Lender, but only after providing Lender with evidence that Borrower has obtained the insurance coverage required by this Section 9.3. The costs of such insurance obtained by Lender through and including the effective date such insurance coverage is canceled or expires (which may be greater than the cost of insurance that Borrower may be able to obtain on its own), together with any other charges incurred by Lender in connection with the placement of such insurance, and together with interest thereon at the Default Rate on such amounts until repaid, shall be part of the Obligations payable under this Agreement and shall be payable on demand by Borrower to Lender.

9.4 Tax Liabilities. Borrower shall at all times pay and discharge all property and other taxes, assessments and governmental charges upon, and all claims (including claims for labor, materials and supplies) against Borrower or any of its properties, in each case before any such amount becomes delinquent and before penalties accrue thereon.

9.5 ERISA Liabilities; Employee Plans. Borrower shall not maintain, or permit any member of the Controlled Group to maintain, or become obligated to contribute, or permit any member of the Controlled Group to become obligated to contribute, to any Employee Plan.

9.6 Financial Statements. Borrower shall at all times maintain a standard system of accounting, on the accrual basis of accounting, and shall furnish to Lender or his authorized representatives such information regarding the business affairs, operations and financial condition of Borrower, including:

(a) as soon as available, and in any event, within ninety (90) days after the close of each of its fiscal years, a copy of the annual reviewed financial statements of Borrower, including balance sheet, statement of income and retained earnings, statement of cash flows for the fiscal year then ended and such other information (including nonfinancial information) as Lender may request, in reasonable detail, prepared and certified by an independent certified public accountant acceptable to Lender;

(b) as soon as available, and in any event, within forty-five (45) days following the end of each quarter, a copy of the financial statements of Borrower regarding such quarter, including balance sheet, statement of income and retained earnings, and statement of cash flows for such quarter; and

(c) as soon as available, and in any event, within forty-five (45) days following the end of each quarter, a detailed and itemized report of all income received and expenses paid or incurred by Borrower during such quarter (including a detailed description of the use of all Operating Expense Advances), a detailed and itemized report of all assets and liabilities of Borrower as of the end of such quarter, and such other information (including non-financial information) as Lender may request, in each case prepared in detail and certified as accurate by Borrower.

No change with respect to such accounting principles shall be made by Borrower without giving prior notification to Lender. Borrower represents and warrants to Lender that the financial statements delivered to Lender at or prior to the execution and delivery of this Agreement and to be delivered at all times after the Effective Date accurately reflect and will accurately reflect the financial condition of Borrower. Lender shall have the right at all times during business hours to inspect the books and records of Borrower and make extracts therefrom. Borrower agrees to advise Lender immediately of any adverse change in the financial condition, the operations or any other status of Borrower.

9.7 Supplemental Financial Statements. Borrower shall promptly upon receipt thereof, provide to Lender copies of interim and supplemental reports if any, submitted to Borrower by independent accountants in connection with any interim audit or review of the books of Borrower.

9.8 Field Audits. Borrower shall allow Lender, at Borrower's sole expense, to conduct a quarterly field examination of Borrower's business operations, the results of which must be satisfactory to Lender in Lender's sole and absolute discretion.

9.9 Other Reports. Borrower shall, within such period of time as Lender may specify, deliver to Lender such other schedules and reports as Lender may reasonably require.

9.10 Collateral Records. Borrower shall keep full and accurate books and records relating to the Collateral and shall mark such books and records to indicate Lender's Lien in the Collateral.

9.11 Notice of Proceedings. Borrower shall, promptly after knowledge thereof comes to its attention, give written notice to Lender of all threatened or pending actions, suits, and proceedings before any court or governmental department, commission, board or other administrative agency which may have a Material Adverse Effect.

9.12 Notice of Default. Borrower shall, promptly after the occurrence or commencement thereof, give notice to Lender in writing of the occurrence of an Event of Default or of any event that, with the lapse of time, the giving of notice or both, would constitute an Event of Default under this Agreement.

10. EVENTS OF DEFAULT.

Borrower, without notice or demand of any kind, shall be in default under this Agreement upon the occurrence of any of the following events (each an “*Event of Default*”):

- (a) any amount due and owing on the Note or any of the Obligations, whether by its terms or as otherwise provided in this Agreement, is not paid when due;
- (b) any written warranty, representation, certificate or statement in this Agreement, the Loan Documents or any other agreement with Lender is or becomes false in any material respect and, if capable of being cured, continues unremedied for a period of thirty (30) days;
- (c) any failure to perform or default in the performance of any covenant, condition or agreement contained: (i) in this Agreement (other than as described in Section 10(a) above) and, if capable of being cured, such failure to perform or default in performance continues for a period of thirty (30) days after the required date of performance; or (ii) in the other Loan Documents (all of the covenants, conditions and agreements contained therein being incorporated in this Agreement by reference) or any other agreement with Lender and such failure to perform or default in performance continues beyond any applicable grace or cure period;
- (d) any default occurs in the payment of principal, interest or any other sum greater than \$10,000.00 in connection with any other obligation of Borrower or in the performance of any other term, condition or covenant contained in any agreement to which Borrower or its property is subject (which default continues beyond any grace or cure period provided with respect thereto), the effect of which default is to cause or permit the holder of such obligation or the other party to such other agreement to cause such obligation to become due prior to its stated maturity or to terminate such other agreement;
- (e) Borrower or any other Obligor makes an assignment for the benefit of creditors, fails to pay, or admits in writing its inability to pay its debts as they mature; or a trustee of any substantial part of the assets of Borrower or any other Obligor is applied for or appointed;
- (f) any proceeding involving Borrower or any other Obligor is commenced by or against such Person under any bankruptcy, reorganization, arrangement, insolvency, readjustment of debt, dissolution or liquidation law or statute of the federal government or any state government;
- (g) the entry of any one or more judgments, decrees, levies, attachments, garnishments or other process involving more than \$10,000.00 in the aggregate in any calendar year, or the filing of any Lien against Borrower or any other Obligor that is not fully covered by insurance or not removed within thirty (30) days after first becoming a Lien;
- (h) the entry of any judgment, decree, levy, attachment, garnishment or other process, or the filing of any Lien, against any of the Collateral or any collateral under a separate security agreement securing any of the Obligations, the loss, theft, destruction, seizure or forfeiture, or the occurrence of any deterioration or impairment of any of the Collateral or any of the collateral under any security agreement securing any of the Obligations, or any decline or depreciation in the value or market price thereof (whether actual or reasonably anticipated), which in any such case causes the Collateral, in the reasonable opinion of Lender acting in good faith, to become unsatisfactory as to value or character or causes Lender to reasonably believe that it is insecure and that the likelihood for repayment of the Obligations is or will soon be impaired, time being of the essence; the cause of any such deterioration, impairment, decline or depreciation includes the failure by Borrower to do any act deemed necessary by Lender to preserve and maintain the value and collectability of the Collateral; or
- (i) the occurrence of any Material Adverse Effect.

11. REMEDIES.

Upon the occurrence of an Event of Default, Lender shall have all rights, powers and remedies set forth in this Agreement and the other Loan Documents, in any written agreement or instrument (in addition to this Agreement and the other Loan Documents) relating to any of the Obligations or any security therefor, or as otherwise provided at law or in equity. Without limiting the generality of the foregoing, (i) Lender may, at its option upon the occurrence of an Event of Default, declare all Obligations to be immediately due and payable, and (ii) upon the occurrence of an Event of Default under either Section 10(e) or Section 10(f), all Obligations shall be automatically due and payable (and to avoid doubt, any alleged commitment of Lender to Borrower shall immediately terminate), all without demand, notice or further action of any kind required on the part of Lender. Borrower waives any and all presentment, demand, notice of dishonor, protest, and all other notices and demands in connection with the enforcement of Lender's rights under this Agreement and the other Loan Documents, and consents to, and waives notice of release, with or without consideration, of any Collateral, notwithstanding anything contained in this Agreement or in the other Loan Documents to the contrary. In addition to the foregoing:

11.1 Possession and Assembly of Collateral. Lender may, without notice, demand or legal process of any kind, take possession of any or all of the Collateral (in addition to Collateral of which Lender already has possession), wherever it may be found, and for that purpose may pursue the Collateral wherever it may be found, and may enter into any of Borrower's premises where any of the Collateral may be or is supposed to be, and search for, take possession of, remove, keep and store any of the Collateral until it is sold or otherwise disposed of. At Lender's request, Borrower will (at Borrower's sole expense) assemble the Collateral and make it available to Lender at a place or places to be designated by Lender that is reasonably convenient to Lender and Borrower.

11.2 Sale of Collateral. Lender may sell any or all of the Collateral at public or private sale, upon such terms and conditions as Lender may deem proper, and Lender may purchase any or all of the Collateral at any such sale. Lender may apply the net proceeds, after deducting all costs and expenses (including all attorneys' fees and expenses) incurred or paid at any time in the collection, protection and sale of the Collateral and the Obligations, to the payment of the Note or any of the other Obligations, returning the excess proceeds (if any) to Borrower. Borrower shall remain liable for any amount remaining unpaid after such application, together with interest accruing thereon as provided in this Agreement. Any notification of intended disposition of the Collateral required by law shall be conclusively deemed reasonable and properly given if given by Lender at least ten (10) calendar days before the date of such disposition. Borrower confirms, approves and ratifies all acts and deeds of Lender relating to the foregoing, and each part thereof.

11.3 Standards for Exercising Remedies. To the extent that applicable law imposes duties on Lender to exercise remedies in a commercially reasonable manner, Borrower acknowledges and agrees that it is not commercially unreasonable for Lender (a) to fail to incur expenses reasonably deemed significant by Lender to prepare Collateral for disposition or otherwise to complete raw material or work-in-process into finished goods or other finished products for disposition, (b) to fail to obtain third party consents for access to Collateral to be disposed of, or to obtain or, if not required by other law, to fail to obtain governmental or third party consents for the collection or disposition of Collateral to be collected or disposed of, (c) to fail to exercise collection remedies against account debtors or other Persons obligated on Collateral or to remove liens or encumbrances on or any adverse claims against Collateral, (d) to exercise collection remedies against account debtors and other Persons obligated on Collateral directly or through the use of collection agencies and other collection specialists, (e) to advertise dispositions of Collateral through publications or media of general circulation, whether or not the Collateral is of a specialized nature, (f) to contact other Persons, whether or not in the same business as Borrower, for expressions of interest in acquiring all or any portion of the Collateral, (g) to hire one or more professional auctioneers to assist in the disposition of Collateral, whether or not the collateral is of a specialized nature, (h) to dispose of Collateral by utilizing Internet sites that provide for the auction of assets of the types included in the Collateral or that have the reasonable capability of doing so, or that match buyers and sellers of assets, (i) to dispose of assets in wholesale rather than retail markets, (j) to disclaim disposition warranties, including any warranties of title, (k) to purchase insurance or credit enhancements to protect Lender against risks of loss, collection or disposition of Collateral or to provide to Lender a guaranteed return from the collection or disposition of Collateral, or (l) to obtain the services of brokers, investment bankers, consultants and other professionals to assist Lender in the collection or disposition of any of the Collateral. Borrower acknowledges that the purpose of this Section 11.3 is to provide non-exhaustive indications of what actions or omissions by Lender would not be commercially unreasonable in Lender's exercise of remedies against the Collateral and that other actions or omissions by Lender shall not be deemed commercially unreasonable solely on account of not being indicated in this Section 11.3. Without limiting the foregoing, nothing contained in this Section 11.3 shall be construed to grant any rights to Borrower or to impose any duties on Lender that would not have been granted or imposed by this Agreement or by applicable law in the absence of this Section 11.3.

11.4 UCC and Offset Rights. Lender may exercise, from time to time, any and all rights and remedies available to Lender under the UCC or under any other applicable law in addition to, and not in lieu of, any rights and remedies expressly granted in this Agreement or in any other agreements between any Obligor and Lender. Without limiting Section 2.1(c)(iii)(E), Lender may, without demand or notice of any kind, appropriate and apply toward the payment of the Obligations, whether matured or unmatured, and in such order of application as Lender may from time to time elect, any indebtedness of Lender to Borrower or any other Obligor, however created or arising, including balances, credits, deposits, accounts or moneys in the possession, control or custody of, or in transit to, Lender. Borrower, on behalf of itself and each Obligor, waives the benefit of any law that would otherwise restrict or limit Lender in the exercise of its acknowledged right to appropriate at any time hereafter any such indebtedness owing from Lender.

11.5 Additional Remedies. Without limiting the foregoing, Lender may and has the right to:

(a) instruct Borrower, at Borrower's expense, to notify any parties obligated on any of the Collateral to make payment directly to Lender of any amounts due or to become due thereunder, or Lender may directly notify such obligors of the security interest of Lender or of the assignment to Lender of the Collateral and direct such obligors to make payment to Lender of any amounts due or to become due with respect thereto, and thereafter, collect any such amounts due on the Collateral directly from such Persons obligated thereon;

(b) enforce collection of any of the Collateral by suit or otherwise, or make any compromise or settlement with respect to any of the Collateral, or surrender, release or exchange all or any part thereof, or compromise, extend or renew for any period (whether or not longer than the original period) any indebtedness thereunder;

(c) take possession or control of any proceeds and products of any of the Collateral, including the proceeds of insurance thereon;

(d) extend, renew or modify for one or more periods (whether or not longer than the original period) the Note, any of the other Obligations, any obligation of any nature of any other Obligor with respect to the Note or any of the Obligations;

(e) grant releases, compromises or indulgences with respect to the Note, any of the Obligations, any extension or renewal of any of the Obligations, any security therefor, or to any other Obligor with respect to the Note or any of the Obligations;

(f) transfer the whole or any part of any securities constituting Collateral into the name of Lender or Lender's nominee without disclosing, if Lender so desires, that such securities so transferred are subject to the security interest of Lender, and any corporation, association, or any of the managers or trustees of any trust issuing any of such securities, or any transfer agent, shall not be bound to inquire, if Lender or such nominee makes any further transfer of all or portion of such securities, as to whether Lender or such nominee has the right to make such further transfer, and shall not be liable for transferring such securities;

(g) vote the Collateral;

(h) make an election with respect to the Collateral under Section 1111 of the Bankruptcy Code or take action under Section 364 or any other section of the Bankruptcy Code; except that any such action of Lender shall not, in any manner whatsoever, impair or affect the liability of Borrower under this Agreement or prejudice, waive or be construed to impair, affect, prejudice or waive, Lender's rights and remedies at law, in equity or by statute, or release, discharge or be construed to release or discharge, Borrower or any Obligor liable to Lender for the Obligations; and

(i) at any time, and from time to time, accept additions to, releases, reductions, exchanges or substitution of the Collateral, without in any way altering, impairing, diminishing or affecting the provisions of this Agreement, the other Loan Documents, any of the Obligations, or Lender's rights under this Agreement, the Note or any of the Obligations.

Borrower ratifies and confirms whatever Lender may do with respect to the Collateral and agrees that Lender shall not be liable for any error of judgment or mistakes of fact or law with respect to actions taken in connection with the Collateral.

11.6 No Marshaling. Lender shall not be required to marshal any present or future collateral security (including this Agreement and the Collateral) for, or other assurances of payment of, the Obligations or any of them or to resort to such collateral security or other assurances of payment in any particular order. To the extent that it lawfully may, Borrower agrees that it will not invoke any law relating to the marshaling of collateral which might cause delay in or impede the enforcement of Lender's rights under this Agreement or under any other instrument creating or evidencing any of the Obligations or under which any of the Obligations is outstanding or by which any of the Obligations is secured or payment thereof is otherwise assured, and, to the extent that it lawfully may, Borrower irrevocably waives the benefits of all such laws.

11.7 Application of Proceeds. Lender will, within three (3) Business Days after receipt of cash or solvent credits from collection of items of payment, proceeds of Collateral or any other source, apply the whole or any part thereof against the Obligations. Lender shall further have the exclusive right to determine how, when and what application of such payments and such credits shall be made on the Obligations, and such determination shall be conclusive upon Borrower. Any proceeds of any disposition by Lender of all or any part of the Collateral may be first applied by Lender to the payment of expenses incurred by Lender in connection with the Collateral, including attorneys' fees and legal expenses as provided for in Section 12 of this Agreement.

11.8 No Waiver. No Event of Default shall be waived by Lender except in writing. No failure or delay on the part of Lender in exercising any right, power or remedy under this Agreement shall operate as a waiver of the exercise of the same or any other right at any other time; nor shall any single or partial exercise of any such right, power or remedy preclude any other or further exercise thereof or the exercise of any other right, power or remedy under this Agreement. There shall be no obligation on the part of Lender to exercise any remedy available to Lender in any order. The remedies provided for in this Agreement are cumulative and not exclusive of any remedies provided at law or in equity. Borrower agrees that in the event that Borrower fails to perform, observe or discharge any of its Obligations or liabilities under this Agreement or any other agreements with Lender, no remedy of law will provide adequate relief to Lender, and further agrees that Lender shall be entitled to temporary and permanent injunctive relief in any such case without the necessity of proving actual damages.

12. MISCELLANEOUS.

12.1 Obligations Absolute. None of the following shall affect the Obligations of Borrower to Lender under this Agreement or Lender's rights with respect to the Collateral:

- (a) acceptance or retention by Lender of other property or any interest in property as security for the Obligations;
- (b) release by Lender of Borrower or of all or any part of the Collateral or of any party liable with respect to the Obligations;
- (c) release, extension, renewal, modification or substitution by Lender of the Note, or any note evidencing any of the Obligations, or the compromise of the liability of any other Obligor of the Obligations;
- (d) failure of Lender to resort to any other security or to pursue Borrower or any other Obligor before resorting to remedies against the Collateral, or to pursue any of the Collateral or any other property before pursuing Borrower; or
- (e) failure of Lender to perform any of its obligations under any of the Program Documents.

12.2 Entire Agreement. This Agreement and the other Loan Documents (a) are valid, binding and enforceable against Borrower and Lender in accordance with its provisions and no conditions exist as to their legal effectiveness, (b) constitute the entire agreement between the parties and (c) are the final expression of the intentions of Borrower and Lender. No promises, either expressed or implied, exist between Borrower and Lender, unless contained in this Agreement or the other Loan Documents. This Agreement and the other Loan Documents supersede all negotiations, representations, warranties, commitments, offers and contracts (of any kind or nature, whether oral or written) with respect to the subject matter hereof prior to or contemporaneous with the execution of this Agreement and the other Loan Documents.

12.3 Amendments; Waivers. No amendment, modification, termination, discharge or waiver of any provision of this Agreement or of the other Loan Documents, or consent to any departure by Borrower therefrom, shall in any event be effective unless delivered in writing and signed by Lender, and then such waiver or consent shall be effective only for the specific purpose for which given.

Lender's failure, at any time or times on or after the Effective Date, to require strict performance by Borrower of any provision of this Agreement or any other Loan Document shall not waive, affect or diminish any right of Lender thereafter to demand strict compliance and performance therewith. Any suspension or waiver by Lender of a default or an Event of Default under this Agreement or any other Loan Document shall not suspend, waive or affect any other default or Event of Default under this Agreement or any of the other Loan Documents, whether such suspension or waiver is prior or subsequent thereto and whether of the same or of a different type. Without limiting the foregoing, none of the undertakings, agreements, warranties, covenants and representations of Borrower contained in this Agreement or any of the other Loan Documents and no default or Event of Default shall be deemed to have been suspended or waived by Lender unless such suspension or waiver is by an instrument in writing specifying such suspension or waiver and is signed by a duly authorized representative of Lender and directed to Borrower.

12.4 Waiver of Jury Trial. LENDER AND BORROWER, AFTER CONSULTING WITH COUNSEL, EACH KNOWINGLY, VOLUNTARILY AND INTENTIONALLY WAIVE THE RIGHT TO TRIAL BY JURY WITH RESPECT TO ANY LEGAL PROCEEDING BASED ON THIS AGREEMENT, OR ARISING OUT OF, UNDER OR IN CONNECTION WITH THIS AGREEMENT, THE NOTE OR ANY OF THE OBLIGATIONS, THE COLLATERAL, OR ANY OTHER AGREEMENT EXECUTED OR CONTEMPLATED TO BE EXECUTED IN CONJUNCTION WITH THIS AGREEMENT, OR ANY COURSE OF CONDUCT OR COURSE OF DEALING IN WHICH LENDER AND BORROWER ARE ADVERSE PARTIES. THIS PROVISION IS A MATERIAL INDUCEMENT FOR LENDER GRANTING ANY FINANCIAL ACCOMMODATION TO BORROWER.

12.5 Litigation. TO INDUCE LENDER TO MAKE THE LOANS, BORROWER AGREES THAT ALL ACTIONS ARISING, DIRECTLY OR INDIRECTLY, AS A RESULT OR CONSEQUENCE OF THIS AGREEMENT, THE NOTE, ANY OTHER AGREEMENT WITH LENDER OR THE COLLATERAL, MAY BE INSTITUTED AND LITIGATED IN COURTS HAVING THEIR SITUS IN HAMILTON COUNTY, INDIANA. BORROWER CONSENTS TO THE NON-EXCLUSIVE JURISDICTION AND VENUE OF ANY STATE COURT HAVING ITS SITUS IN SUCH COUNTY OR ANY FEDERAL COURT THAT HAS JURISDICTION OVER SUCH COUNTY, AND WAIVES ANY OBJECTION BASED ON *FORUM NON CONVENIENS*. BORROWER WAIVES PERSONAL SERVICE OF ANY AND ALL PROCESS AND CONSENTS THAT ALL SUCH SERVICE OF PROCESS MAY BE MADE BY CERTIFIED MAIL, RETURN RECEIPT REQUESTED, DIRECTED TO BORROWER, AS SET FORTH IN THIS AGREEMENT IN THE MANNER PROVIDED BY APPLICABLE STATUTE, LAW, RULE OF COURT OR OTHERWISE. BORROWER AGREES NOT TO INSTITUTE ANY LEGAL ACTION OR PROCEEDING AGAINST LENDER OR THE AGENTS OR PROPERTY THEREOF, IN ANY COURT OTHER THAN THE ONE SPECIFIED ABOVE IN THIS SECTION 12.5. NOTHING IN THIS SECTION 12.5 SHALL AFFECT THE RIGHT OF LENDER TO SERVE LEGAL PROCESS IN ANY OTHER MANNER PERMITTED BY LAW OR AFFECT THE RIGHT OF LENDER TO BRING ANY ACTION OR PROCEEDING AGAINST BORROWER OR ITS PROPERTY IN THE COURTS OF ANY OTHER JURISDICTIONS.

12.6 Assignability. Lender may at any time assign Lender's rights in this Agreement, the Note, the Obligations, or any part thereof and transfer Lender's rights in any or all of the Collateral, and Lender thereafter shall be relieved from all liability with respect to such Collateral. In addition, Lender may at any time sell one or more participations in the Loan. Borrower may not sell or assign this Agreement, or any other agreement with Lender or any portion thereof, either voluntarily or by operation of law, without the prior written consent of Lender. This Agreement shall be binding upon Lender and Borrower and their respective legal representatives and successors. All references in this Agreement to Borrower shall be deemed to include any successors, whether immediate or remote.

12.7 Binding Effect. This Agreement shall become effective as of the Effective Date upon execution by Borrower and Lender. If this Agreement is not dated or contains any blanks when executed by Borrower, Lender is authorized, without notice to Borrower, to complete any such date or blanks according to the terms upon which this Agreement is executed.

12.8 Governing Law. This Agreement, the Loan Documents and the Note shall be delivered and accepted in and shall be deemed to be contracts made under and governed by the internal laws of the State of New York and for all purposes shall be construed in accordance with the laws of such State, without giving effect to the choice of law provisions of such State (other than Sections 5-1401 and 5-1402 of the New York General Obligations Law).

12.9 Enforceability. Wherever possible, each provision of this Agreement shall be interpreted in such manner as to be effective and valid under applicable law, but if any provision of this Agreement shall be prohibited by or unenforceable or invalid under any such law, such provision shall be severable and be ineffective to the extent of such prohibition or invalidity, without invalidating the remaining provisions of this Agreement or affecting the validity or enforceability of such provision in any other jurisdiction.

12.10 Survival of Borrower Representations. All covenants, agreements, representations and warranties made by Borrower in this Agreement shall, notwithstanding any investigation by Lender, be deemed material and relied upon by Lender and shall survive the making and execution of this Agreement and the other Loan Documents and the issuance of the Note, and shall be deemed to be continuing representations and warranties until such time as Borrower has fulfilled all of its Obligations to Lender. Lender, in extending financial accommodations to Borrower, is expressly acting and relying on such covenants, agreements, representations and warranties.

12.11 Time of Essence. Time is of the essence in making payments of all amounts due Lender under this Agreement and in the performance and observance by Borrower of each covenant, agreement, provision and term of this Agreement.

12.12 Counterparts. This Agreement may be executed in any number of counterparts and by different parties to this Agreement in separate counterparts, each of which when so executed and delivered shall be deemed to be an original and all of which taken together shall constitute one and the same instrument.

12.13 Signatures. Lender is authorized to rely upon and accept as an original this Agreement, any other Loan Documents or any other communication sent to Lender by facsimile, telegraphic or other electronic transmission (each, a "**Communication**") that Lender in good faith believes has been signed by Borrower and has been delivered to Lender by a properly authorized representative of Borrower, whether or not that is in fact the case. Notwithstanding the foregoing, Lender shall not be obligated to accept any such Communication as an original and may in any instance require that an original document be submitted to Lender in lieu of, or in addition to, any such Communication.

12.14 Notices. All notices, requests, demands and other communications provided for under this Agreement shall be in writing, sent by nationally recognized overnight courier or by facsimile or electronic mail (with a follow-up copy sent by nationally recognized overnight courier) or delivered in person, and addressed as follows:

If to Borrower: Student CU Connect CUSO, LLC
 8700 Indian Creek Parkway, Suite 120
 Overland Park, KS 66210
 Attn: Board of Managers
 Fax: 913-322-3770
 Email: tferris@rochdalegroup.com

If to Lender: ITT Educational Services, Inc.
 13000 North Meridian Street
 Carmel, IN 46032-1404
 Attn: Chief Financial Officer
 Fax: 317-706-9254
 Email: dfitzpatrick@ittesi.com

or, as to each party, at such other address as shall be designated by such party in a written notice to each other party complying as to delivery with the terms of this [Section 12.14](#). No notice to or demand on Borrower in any case shall entitle Borrower to any other or further notice or demand in similar or other circumstances.

12.15 Indemnification; Documentation Costs; Reimbursement of Expenses. Borrower agrees to defend (with counsel satisfactory to Lender), protect and indemnify each Indemnified Party from and against any and all liabilities, obligations, losses, damages, penalties, actions, judgments, suits, claims, costs, expenses and distributions of any kind or nature (including disbursements to and the reasonable fees of counsel for each Indemnified Party, which shall also include attorneys' fees) imposed on, incurred by or asserted against any Indemnified Party (whether direct, indirect or consequential and whether based on any federal, state or local laws or regulations (including securities, environmental laws and commercial laws and regulations), under common law or in equity, or based on contract or otherwise) in any manner relating to or arising out of this Agreement or any of the other Loan Documents, or any act, event or transaction related or attendant thereto, the preparation, execution and delivery of this Agreement and the other Loan Documents (including the making or issuance and management of the Loans, the use or intended use of the proceeds of the Loans), or the enforcement of Lender's rights and remedies under this Agreement, the Note, the other Loan Documents, any other instruments and documents delivered under this Agreement, or any other agreement between Borrower and Lender; *provided, however*, that Borrower shall not have any obligations under this Agreement to any Indemnified Party with respect to matters caused by or resulting from the willful misconduct or gross negligence of such Indemnified Party. To the extent that the undertaking to indemnify set forth in the preceding sentence may be unenforceable because it violates any law or public policy, Borrower shall satisfy such undertaking to the maximum extent permitted by applicable law. Any liability, obligation, loss, damage, penalty, cost or expense covered by this indemnity shall be paid to each Indemnified Party on demand and, failing prompt payment, shall, together with interest thereon at the Default Rate from the date incurred by each Indemnified Party until paid by Borrower, be added to the Obligations of Borrower and be secured by the Collateral.

Without limiting the foregoing:

(i) Borrower further agrees that all of Lender's expenses incurred in connection with the negotiation and documentation of this Agreement and the other Loan Documents, shall be added to and become part of the initial Obligations under the Note, this Agreement and the other Loan Documents (without any actual disbursement to Borrower) and shall accrue interest as provided in this Agreement and be secured by the Collateral.

(ii) If, at any time or times prior or subsequent to the Effective Date, regardless of whether or not an Event of Default then exists or any of the transactions contemplated hereunder are concluded, Lender employs counsel for advice or other representation, or incurs legal or accountants', auditors', appraisers', liquidators', engineers', or other consultant or expert expenses or other costs or out-of-pocket expenses (including support staff costs, amounts expended in litigation preparation, computerized research costs, telephone and facsimile expenses, mileage costs, deposition related expenses, postage costs, photocopy costs, process service fees, and costs of videotapes) in connection with: (a) the negotiation, preparation, execution or delivery any amendment of or modification of this Agreement or any of the other Loan Documents, or any sale or attempted sale of any interest in this Agreement to a participating lender or other Person; (b) the administration or enforcement of the Loans, (c) any litigation, contest, dispute, suit, proceeding or action (whether instituted by Lender, Borrower or any other Person) in any way relating to the Collateral, this Agreement, any of the other Loan Documents or Borrower's affairs, including in connection with any bankruptcy, reorganization, insolvency, or receivership proceeding; (d) any attempt to enforce any rights of Lender against Borrower or any other Person that may be obligated to Lender by virtue of this Agreement or any of the other Loan Documents, irrespective of whether litigation is commenced in pursuit of such rights; or (e) any attempt to inspect, verify, protect, preserve, restore, collect, sell, manufacture, liquidate or otherwise dispose of or realize upon the Collateral or any of Borrower's assets that do not constitute Collateral (all of which are, collectively, "**Expenses**"); then, in any such event, such Expenses (whether incurred before or after judgment) shall be payable, on demand, by Borrower to Lender and shall be additional Obligations under this Agreement secured by the Collateral. Additionally, if any taxes (excluding taxes imposed upon or measured by the income of Lender) shall be payable on account of the execution or delivery of this Agreement or the other Loan Documents, or the execution, delivery, issuance or recording of any of the Loan Documents, or the creation of any of the Obligations hereunder, by reason of any federal, state or local statute or other law existing on or after the Effective Date, then Borrower shall pay all such taxes (including any interest and penalties thereon) and shall indemnify Lender from and against liability in connection therewith.

The provisions of this Section 12.15 shall survive the satisfaction and payment of the other Obligations and the termination of this Agreement.

12.16 USA Patriot Act. Borrower represents and warrants to Lender that neither Borrower nor any affiliate is identified in any list of known or suspected terrorists published by any United States government agency (collectively, as such lists may be amended or supplemented from time to time, the “**Blocked Persons Lists**”), including: (a) the annex to Executive Order 13224 issued on September 23, 2001, and (b) the Specially Designated Nationals List published by the Office of Foreign Assets Control.

If Borrower becomes aware that it or any of its affiliates is identified on any Blocked Persons List, Borrower shall immediately notify Lender in writing of such information. Borrower further agrees that in the event it or any of its affiliates is at any time identified on any Blocked Persons List, such event shall be an immediate Event of Default (without notice or demand or any other action by Lender) and shall entitle Lender to exercise any and all remedies provided in this Agreement or any other Loan Document or otherwise permitted by law. In addition, Lender may immediately contact the Office of Foreign Assets Control and any other government agency Lender deems appropriate in order to comply with its obligations under any law, regulation, order or decree regulating or relating to terrorism or money laundering.

12.17 Lender’s Decision Power. Wherever Lender’s judgment, consent, or approval is required, under this Agreement or any other Loan Document for any matter or thing, or Lender has an option, election, or right of determination hereunder or thereunder, including any right to determine that something is acceptable or satisfactory or not (“**Decision Power**”), such Decision Power shall be exercised in the sole and absolute discretion of Lender unless otherwise expressly stated to be reasonably exercised. Such Decision Power and each other power granted to Lender in this Agreement or any other Loan Document may be exercised by Lender or by any authorized agent of Lender (including any servicer or attorney-in-fact), and Borrower hereby expressly agrees to recognize the exercise of such Decision Power by such authorized agent.

12.18 Members not Liable. Lender acknowledges and agrees that all Obligations under this Agreement are debts of the Borrower and that the credit union members of Borrower are not individually liable for the Obligations under this Agreement.

[Remainder of page left intentionally blank; signature page follows.]

IN WITNESS WHEREOF, Borrower and Lender have executed this Agreement as of the Effective Date.

BORROWER:

STUDENT CU CONNECT CUSO, LLC,
a Delaware limited liability company

By: /s/ Dan Kampen

Name: Dan Kampen

Title: Program Administrator

LENDER:

ITT EDUCATIONAL SERVICES, INC.,
a Delaware corporation

By: /s/ Kevin M. Modany

Name: Kevin M. Modany

Title: Chairman & CEO

SCHEDULE 5

to

Loan and Security Agreement

DESIGNATED BORROWER REPRESENTATIVES

Tony Ferris, Partner

Joe Karlin, Principal

Jeff Owen, Senior Associate

SCHEDULE 7.15

to

Loan and Security Agreement

BANK ACCOUNTS

Institution:**Account #:****Account Name:**

Eli Lilly Federal Credit Union

1217851

Student CU Connect CUSO, LLC, Operating Account

Eli Lilly Federal Credit Union

1223003

Student CU Connect CUSO, LLC, Distribution Account

No other accounts.

FIRST AMENDMENT TO LOAN AND SECURITY AGREEMENT

This FIRST AMENDMENT TO LOAN AND SECURITY AGREEMENT (this "**Amendment**") is made effective as of December 30, 2009 (the "**Effective Date**") between **STUDENT CU CONNECT CUSO, LLC**, a Delaware limited liability company ("**Borrower**"), and **ITT EDUCATIONAL SERVICES, INC.**, a Delaware corporation ("**Lender**").

RECITALS

The following recitals are a material part of this Amendment:

A. Borrower and Lender entered into a revolving credit facility as evidenced by that certain Loan and Security Agreement dated as of May 18, 2009 (as amended, modified, supplemented, restated, or renewed, from time to time, the "**Loan Agreement**") between Borrower and Lender, and additional instruments and agreements between Borrower and Lender, including that certain Revolving Note dated as of May 18, 2009 made by Borrower in favor of Lender in the maximum principal amount of \$300,000,000.00 (as amended, modified, supplemented, restated, or renewed, from time to time, the "**Note**").

B. Borrower and Lender have agreed to, among other things, modify the interest rate under the credit facility by amending the Loan Agreement and the Note pursuant to this Amendment and that certain First Amendment Allonge to Revolving Note dated as of the Effective Date (the "**Allonge**") and executed contemporaneously with this Amendment.

C. Lender is willing to amend the Loan Agreement and the Note upon and subject to the terms, provisions and conditions set forth in this Amendment and the Allonge.

AGREEMENT

In consideration of the mutual promises contained in this Amendment and for other good and valuable consideration, the receipt and sufficiency of which are acknowledged, the parties to this Amendment mutually agree as follows:

SECTION 1. DEFINED TERMS. All capitalized terms used but not otherwise defined in this Amendment have the meaning set forth in the Loan Agreement.

SECTION 2. ACKNOWLEDGMENT OF INDEBTEDNESS. Borrower and Lender hereby acknowledge and agree that, as of the Effective Date, the outstanding balance (including accrued interest) of \$13,287,661.11 is due and owing under the Note. Borrower unconditionally and irrevocably acknowledges that the obligations evidenced by the Loan Documents are enforceable against it in accordance with the terms thereof, and unconditionally and irrevocably waives any and all defenses, claims or setoffs affecting any of the obligations which may have existed or arisen (or which are based on facts or circumstances actually or allegedly existing) prior to the Effective Date (except for mathematical or clerical errors proven to the reasonable satisfaction of Lender, for which any remedies in favor of Borrower shall be limited to the correction of such mathematical or clerical error).

SECTION 3. AMENDMENTS TO LOAN AGREEMENT. The Loan Agreement is amended so that all of the terms and provisions of this Amendment, including all terms defined in this Amendment, are incorporated and integrated into, and made a material part of, the Loan Agreement as if fully set forth therein. In addition, the definition of "**Interest Rate**" in Section 1.1 of the Loan Agreement is deleted entirely and replaced with the following:

"Interest Rate": The per annum rate equal to the Prime Rate plus 225/100 percent (2.25%) per annum.

SECTION 4. RATIFICATION AND REAFFIRMATION OF THE LOAN DOCUMENTS; FURTHER ASSURANCES.

4.1 Except as expressly modified in this Amendment and the Allonge, Borrower ratifies, affirms and confirms the terms, covenants and provisions of the Loan Documents, including the Loan Agreement and any other rights and obligations in favor of Lender thereunder, and acknowledges that the same are and shall continue in full force and effect to secure the Obligations.

4.2 Borrower further agrees, at its own cost, and without expense to Lender, to do, execute, acknowledge and deliver all and every such further agreements, instruments, acts, deeds, conveyances, financing statements, assignments, notices of assignments, transfers and assurances as Lender shall from time to time require, for carrying out the intention of facilitating the performance of the terms of the Loan Documents, including the Loan Agreement, the Note and this Amendment and the Allonge.

SECTION 5. CONDITIONS TO EFFECTIVENESS. The provisions of Section 3 of this Amendment shall become effective as of the date of, and only upon the satisfaction of, all of the following conditions precedent:

5.1 Lender shall have received an original of this Amendment and the Allonge, fully executed and duly authorized and delivered to Lender by Borrower.

5.2 All corporate and other proceedings taken or to be taken in connection with the transactions contemplated by this Amendment and the Allonge, and all documents incidental thereto shall be satisfactory in form and substance to Lender and its counsel, and Lender and such counsel shall have received all such counterpart originals or certified copies of such documents as Lender may request in its sole and absolute discretion.

5.3 Borrower shall have paid to Lender all closing costs and other expenses that Borrower is obligated to pay under this Amendment, the Loan Agreement and the Loan Documents.

SECTION 6. REPRESENTATIONS AND WARRANTIES. In order to induce Lender to enter into this Amendment and to amend the Loan Documents in the manner provided in this Amendment, Borrower represents and warrants to Lender that the following statements are true, correct and complete:

6.1 Borrower has all requisite corporate power and authority to enter into this Amendment and the Allonge and to carry out the transactions contemplated by, and perform its obligations under, this Amendment, the Allonge, and the Loan Documents.

6.2 The execution and delivery of this Amendment, the Allonge and the performance of the Loan Documents have been duly authorized by all necessary corporate action on the part of Borrower.

6.3 The execution and delivery by Borrower of this Amendment, the Allonge and the performance of the Loan Documents do not and will not (i) violate any provision of any law or any governmental rule or regulation applicable to Borrower, the articles of organization, operating agreement or other organizational documents of Borrower or any order, judgment or decree of any court or other agency of government binding on Borrower, (ii) conflict with, result in a breach of, or constitute (with due notice or lapse of time or both) a default under any contractual provision or restriction binding on or affecting Borrower, (iii) result in or require the creation or imposition of any lien upon any of the properties or assets of Borrower, or (iv) require any approval of members or any approval or consent of any Person under any contract or agreement to which Borrower is a party that has not already been obtained.

6.4 The execution and delivery by Borrower of this Amendment, the Allonge, and the performance of the Loan Documents do not and will not require any registration with, consent or approval of, or notice to, or other action to, with or by, any federal, state or other governmental authority or regulatory body.

6.5 This Amendment, the Allonge, and the Loan Documents have been duly executed and delivered by Borrower and are its legally valid and binding obligations, enforceable against it in accordance with their respective terms, except as may be limited by bankruptcy, insolvency, reorganization, moratorium or similar laws relating to or limiting creditors' rights generally or by equitable principles relating to enforceability.

6.6 No event has occurred and is continuing or will result from the consummation of the transactions contemplated by this Amendment or the Allonge that would constitute a default under the Loan Documents.

6.7 After giving effect to this Amendment and the Allonge, the representations and warranties contained in the Loan Agreement are and will be true, correct and complete with respect to Borrower in all material respects on and as of the Effective Date to the same extent as though made on and as of the Effective Date.

SECTION 7. RELEASE OF LIABILITY. Borrower releases, remises, acquits and forever discharges Lender and its respective employees, agents, representatives, consultants, attorneys, fiduciaries, servants, officers, directors, partners, predecessors, successors and assigns, subsidiaries, parents and related divisions (all of the foregoing, the "**Released Parties**"), from any and all actions and causes of action, judgments, executions, suits, debts, claims, demands, liabilities, obligations, damages and expenses of any and every character, known or unknown, direct or indirect, at law or in equity, of whatsoever kind or nature, whether heretofore or hereafter arising, for or because of any matter or things done, omitted or suffered to be done by any of the Released Parties prior to and including the Effective Date, and in any way directly or indirectly arising out of or in any way connected to this Amendment, the Loan Agreement and the Loan Documents on account of any matters or things done, omitted or suffered to be done prior to and including the "**Effective Date**" (all of the foregoing, the "**Released Matters**"). Borrower acknowledges that the agreements in this **Section 7** are intended to be in full satisfaction of all or any alleged injuries or damages arising in connection with the Released Matters. Borrower represents and warrants to Lender that it has not purported to transfer, assign or otherwise convey any right, title or interest of Borrower in any Released Matter to any other Person and that the foregoing constitutes a full and complete release of all Released Matters.

SECTION 8. MISCELLANEOUS.

8.1 Borrower agrees with Lender that all of the terms of the Loan Agreement, the Note, the other Loan Documents and any other agreement, document, or instrument executed and delivered by Borrower to Lender in connection with Borrower's obligations under the Loan Agreement and the Loan Documents, are incorporated in and made a part of this Amendment by this reference.

8.2 This Amendment shall be binding upon the parties to this Amendment and their respective heirs, executors, personal and legal representatives, successors and assigns.

8.3 If any term, covenant or condition of this Amendment shall be held to be invalid, illegal or unenforceable in any respect, the validity or enforceability of the remaining provisions shall not in any way be affected.

8.4 This Amendment, the Allonge and the other Loan Documents constitute the entire agreement between the parties and are the final expression of the intentions of Borrower and Lender. No promises, either expressed or implied, exist between Borrower and Lender, unless contained in this Amendment, the Allonge or the other Loan Documents. This Amendment, the Allonge and the other Loan Documents supersede all negotiations, representations, warranties, commitments, offers and contracts (of any kind or nature, whether oral or written) with respect to the subject matter hereof prior to or contemporaneous with the Effective Date.

8.5 This Amendment, and any provisions of this Amendment, may not be modified, amended, waived, extended, changed, discharged or terminated orally or by any act or failure to act on the part of any party to this Amendment, but only by an agreement in writing signed by the party against whom enforcement of any modification, amendment, waiver, extension, change, discharge or termination is sought.

8.6 Borrower agrees that the Loans, including the Interest Rate, fees and charges as contemplated by this Amendment, the Allonge, the Loan Agreement and the other Loan Documents, (a) are business loans under New York law, (b) are exempted transactions under the Truth In Lending Act, 12 U.S.C. 1601 et seq., as amended from time to time, and (c) do not violate the provisions of any New York usury laws, any consumer credit laws or the usury laws of any state that may have jurisdiction over the transactions described in the Loan Documents or any property securing the Obligations. Borrower represents and warrants to Lender that it is entering into this Amendment and the Allonge on its own behalf, and not as nominee, designee, or agent for another nor is Borrower acting for another in so borrowing the amounts under the Loan Documents.

8.7 This Amendment and the Allonge shall be delivered and accepted in and shall be deemed to be contracts made under and governed by the laws of New York and for all purposes shall be construed in accordance with the laws of New York, without giving effect to the choice of law provisions thereof (other than Sections 5-1401 and 5-1402 of the New York General Obligations Law).

8.8 This Amendment may be executed in any number of counterparts and by different parties to this Amendment in separate counterparts, each of which when so executed and delivered shall be deemed an original, and all such counterparts together shall constitute but one and the same instrument. Signature pages may be detached from multiple separate counterparts and attached to a single counterpart so that all signature pages are physically attached to the same document. A signature of a party to this Amendment sent by facsimile, e-mail or other electronic transmission shall have the same force and effect as an original signature of such party.

8.9 Lender acknowledges and agrees that all Obligations under this Agreement are debts of the Borrower and that the credit union members of Borrower are not individually liable for the Obligations under this Agreement.

[Remainder of Page Intentionally Blank; Signature Page Follows]

IN WITNESS WHEREOF, Borrower and Lender have executed this Amendment as of the Effective Date.

BORROWER:

STUDENT CU CONNECT CUSO, LLC,
a Delaware limited liability company

By: /s/ Daniel R. Kampen

Name: Daniel R. Kampen
Title: CUSO Administrator

LENDER:

ITT EDUCATIONAL SERVICES, INC.,
a Delaware corporation

By: /s/ Kevin M. Modany

Name: Kevin M. Modany
Title: Chairman & CEO

SECOND AMENDMENT TO LOAN AND SECURITY AGREEMENT

This SECOND AMENDMENT TO LOAN AND SECURITY AGREEMENT (this "*Amendment*") is made effective as of January 13, 2011 (the "*Effective Date*") between STUDENT CU CONNECT CUSO, LLC, a Delaware limited liability company ("*Borrower*"), and ITT EDUCATIONAL SERVICES, INC., a Delaware corporation ("*Lender*").

RECITALS

The following recitals are a material part of this Amendment:

A. Borrower and Lender entered into a revolving credit facility as evidenced by that certain Loan and Security Agreement dated as of May 18, 2009, as amended by that certain First Amendment to Loan and Security Agreement dated as of December 30, 2009 (as amended, modified, supplemented, restated, or renewed, from time to time, the "*Loan Agreement*") between Borrower and Lender, and additional instruments and agreements between Borrower and Lender, including that certain Revolving Note dated as of May 18, 2009 made by Borrower in favor of Lender in the maximum principal amount of \$300,000,000.00 (as amended, modified, supplemented, restated, or renewed, from time to time, the "*Note*").

B. Borrower and Lender have agreed to, among other things, provide that the due date of the initial quarterly interest payment under the credit facility shall be extended by one year to January 1, 2012, and to further provide for an interest rate reduction under the credit facility during those periods in which Borrower obtains certain enhanced servicing, by amending the Loan Agreement and the Note pursuant to this Amendment and that certain Second Amendment Allonge to Revolving Note (the "*Allonge*"), each dated as of the Effective Date and executed contemporaneously with this Amendment.

C. Lender is willing to amend the Loan Agreement and the Note upon and subject to the terms, provisions and conditions set forth in this Amendment and the Allonge.

AGREEMENT

In consideration of the mutual promises contained in this Amendment and for other good and valuable consideration, the receipt and sufficiency of which are acknowledged, the parties to this Amendment mutually agree as follows:

SECTION 1. **DEFINED TERMS.** All capitalized terms used but not otherwise defined in this Amendment have the meaning set forth in the Loan Agreement.

SECTION 2. **ACKNOWLEDGMENT OF INDEBTEDNESS.** Borrower and Lender hereby acknowledge and agree that, as of the Effective Date, the outstanding balance due and owing under the Note (which includes both principal and accrued unpaid interest) is \$10,779,009.04. Borrower unconditionally and irrevocably acknowledges that all obligations evidenced by the Loan Documents are enforceable against it in accordance with the terms thereof, and unconditionally and irrevocably waives any and all defenses, claims or setoffs affecting any of the obligations which may have existed or arisen (or which are based on facts or circumstances actually or allegedly existing) prior to the Effective Date (except for mathematical or clerical errors proven to the reasonable satisfaction of Lender, for which any remedies in favor of Borrower shall be limited to the correction of such mathematical or clerical error).

SECTION 3. **AMENDMENTS TO LOAN AGREEMENT.** The Loan Agreement is amended so that all of the terms and provisions of this Amendment, including all terms defined in this Amendment, are incorporated and integrated into, and made a material part of, the Loan Agreement as if fully set forth therein. In addition, the following specific amendments are hereby adopted:

3.1 Section 1.1 of the Loan Agreement is hereby amended by adding the following defined terms:

“Enhanced Servicing”: Such services and activities of a Servicer provided with respect to Student Loans that are in addition to those services and activities set forth in that certain Business Requirements Document dated January 21, 2009.

“Enhanced Servicing Threshold”: Enhanced Servicing for at least 75% of the dollar value (based on outstanding principal balances) of those Student Loans held by Borrower for which the applicable Students are no longer enrolled in an ITT Technical Institute for at least four quarter credit hours, regardless of the reason, which Student Loans have not been either (i) Charged Off (as defined in Schedule A to the Risk Sharing Agreement) or (ii) paid in full.

Except as amended by Section 3.2 of this Amendment and this Section 3.1, the remainder of Section 1.1 of the Loan Agreement is unchanged.

3.2 Section 1.1 of the Loan Agreement is hereby further amended so that the definitions of Bailment Agreement, Servicer, Servicing Agreement, and Servicing Fee read in their entirety as follows:

“Bailment Agreement”: Any Bailment Agreement entered into from time to time among Lender, Borrower and any Servicer, as amended, supplemented, modified, or replaced from time to time.

“Servicer”: The Person or Persons obligated pursuant to one or more Servicing Agreements to, among other things, collect, monitor and report Student Loan payments, handle late payments and other delinquencies, and remit payments.

“Servicing Agreement”: Any Servicing Agreement entered into from time to time between Borrower and any Servicer, as amended, supplemented, modified, or replaced from time to time.

“Servicing Fee”: All servicing fees payable to Servicers for performing their respective servicing obligations under the applicable Servicing Agreements.

Except as amended by Section 3.1 of this Amendment and this Section 3.2, the remainder of Section 1.1 of the Loan Agreement is unchanged.

3.3 Subsection 2.1(c)(i) of the Loan Agreement is hereby amended to provide that the commencement date for quarterly payments of accrued and unpaid interest on the principal balance of the Loans shall be January 1, 2012. The remainder of Subsection 2.1(c)(i) of the Loan Agreement is unchanged.

3.4 Subsection 2.1(c)(iii)(B) of the Loan Agreement is hereby amended by adding the following at the end of such Subsection: “Notwithstanding anything contained herein to the contrary, during (and only during) Funding Year 2011, at Borrower’s option exercised from time to time during such Funding Year with prior written notice to Lender, any amounts payable to Borrower as refunds of Student Loans and otherwise required to be paid to Lender as set forth above shall be deposited in the Commitment Account (as defined in the Participation Agreement) to be utilized to purchase Student Loans from time to time, as provided in the Participation Agreement and the other Program Documents.” The remainder of Subsection 2.1(c)(iii)(B) of the Loan Agreement is unchanged.

3.5 Section 2.2 of the Loan Agreement is hereby amended by adding the following at the end of such Section: “Notwithstanding anything contained herein to the contrary, during (and only during) any period in which the Enhanced Servicing Threshold is met, provided that Borrower shall have timely provided both the notifications and the certifications required by Section 9.13 hereof, the Interest Rate shall be the Prime Rate plus one percent (1.00%) per annum.” The remainder of Section 2.2 of the Loan Agreement is unchanged.

3.6 The third paragraph of Section 6.5 of the Loan Agreement is hereby amended by adding the following at the end of such paragraph: “Notwithstanding anything contained herein to the contrary, Borrower shall be required to cause Bailment Agreements to be entered into with only those Servicers that will have access to Student Loan Documents, and each such Bailment Agreement must be in form and substance satisfactory to Lender.” The remainder of Section 6.5 of the Loan Agreement is unchanged.

3.7 The Loan Agreement is hereby amended by adding a new Section 9.13 as follows:

9.13 Enhanced Servicing Notifications and Certifications.

(a) Borrower shall provide written notice to Lender, in form and content reasonably satisfactory to Lender, of each period of time during which the Enhanced Servicing Threshold is being met, by providing such notice within five (5) Business Days following both (i) any date on which the Enhanced Servicing Threshold is met, and (ii) the last date thereafter on which the Enhanced Servicing Threshold was met.

(b) Within ten (10) Business Days following the end of each quarter during which Borrower reasonably believes the Enhanced Servicing Threshold was met for at least one day, Borrower shall certify in writing to Lender, in form and content reasonably satisfactory to Lender, as to the dates on which such Enhanced Servicing Threshold was met during such quarter.

3.8 Section 10 of the Loan Agreement is hereby amended by adding a new Subsection 10(i) as follows:

(j) the delivery of any Student Loan Document to any Servicer or other Person who has not executed a Bailment Agreement pursuant to Section 6.5.

SECTION 4. RATIFICATION AND REAFFIRMATION OF THE LOAN DOCUMENTS; FURTHER ASSURANCES.

4.1 Except and as expressly modified by this Amendment and the Allonge, Borrower ratifies, affirms and confirms the terms, covenants and provisions of the Loan Documents, including the Loan Agreement and any other rights and obligations in favor of Lender thereunder, and acknowledges that the same are and shall continue in full force and effect to evidence and secure the Obligations.

4.2 Borrower further agrees, at its own cost, and without expense to Lender, to do, execute, acknowledge and deliver all and every such further agreements, instruments, acts, deeds, conveyances, financing statements, assignments, notices of assignments, transfers and assurances as Lender shall from time to time require, for carrying out the intention of facilitating the performance of the terms of the Loan Documents, including the Loan Agreement, the Note and this Amendment and the Allonge.

SECTION 5. CONDITIONS TO EFFECTIVENESS. The provisions of Section 3 of this Amendment shall become effective as of the date of, and only upon the satisfaction of, all of the following conditions precedent:

5.1 Lender shall have received an original of this Amendment and the Allonge, fully executed and duly authorized and delivered to Lender by Borrower.

5.2 All corporate and other proceedings taken or to be taken in connection with the transactions contemplated by this Amendment and the Allonge, and all documents incidental thereto shall be satisfactory in form and substance to Lender and its counsel, and Lender and such counsel shall have received all such counterpart originals or certified copies of such documents as Lender may request in its sole and absolute discretion.

5.3 Borrower shall have paid to Lender all closing costs and other expenses that Borrower is obligated to pay under this Amendment, the Loan Agreement and the Loan Documents.

SECTION 6. **REPRESENTATIONS AND WARRANTIES.** In order to induce Lender to enter into this Amendment and to amend the Loan Documents in the manner provided in this Amendment, Borrower represents and warrants to Lender that the following statements are true, correct and complete:

6.1 Borrower has all requisite corporate power and authority to enter into this Amendment and the Allonge and to carry out the transactions contemplated by, and perform its obligations under, this Amendment, the Allonge, and the Loan Documents.

6.2 The execution and delivery of this Amendment, the Allonge and the performance of the Loan Documents have been duly authorized by all necessary corporate action on the part of Borrower.

6.3 The execution and delivery by Borrower of this Amendment, the Allonge and the performance of the Loan Documents do not and will not (i) violate any provision of any law or any governmental rule or regulation applicable to Borrower, the articles of organization, operating agreement or other organizational documents of Borrower or any order, judgment or decree of any court or other agency of government binding on Borrower, (ii) conflict with, result in a breach of, or constitute (with due notice or lapse of time or both) a default under any contractual provision or restriction binding on or affecting Borrower, (iii) result in or require the creation or imposition of any lien upon any of the properties or assets of Borrower, or (iv) require any approval of members or any approval or consent of any Person under any contract or agreement to which Borrower is a party that has not already been obtained.

6.4 The execution and delivery by Borrower of this Amendment, the Allonge, and the performance of the Loan Documents do not and will not require any registration with, consent or approval of, or notice to, or other action to, with or by, any federal, state or other governmental authority or regulatory body.

6.5 This Amendment, the Allonge, and the Loan Documents have been duly executed and delivered by Borrower and are its legally valid and binding obligations, enforceable against it in accordance with their respective terms, except as may be limited by bankruptcy, insolvency, reorganization, moratorium or similar laws relating to or limiting creditors' rights generally or by equitable principles relating to enforceability.

6.6 No event has occurred and is continuing or will result from the consummation of the transactions contemplated by this Amendment or the Allonge that would constitute a default under the Loan Documents.

6.7 After giving effect to this Amendment and the Allonge, the representations and warranties contained in the Loan Agreement are and will be true, correct and complete with respect to Borrower in all material respects on and as of the Effective Date to the same extent as though made on and as of the Effective Date.

SECTION 7. RELEASE OF LIABILITY. Borrower releases, remises, acquits and forever discharges Lender and its respective employees, agents, representatives, consultants, attorneys, fiduciaries, servants, officers, directors, partners, predecessors, successors and assigns, subsidiaries, parents and related divisions (all of the foregoing, the "**Released Parties**"), from any and all actions and causes of action, judgments, executions, suits, debts, claims, demands, liabilities, obligations, damages and expenses of any and every character, known or unknown, direct or indirect, at law or in equity, of whatsoever kind or nature, whether heretofore or hereafter arising, for or because of any matter or things done, omitted or suffered to be done by any of the Released Parties prior to and including the Effective Date, and in any way directly or indirectly arising out of or in any way connected to this Amendment, the Loan Agreement and the Loan Documents on account of any matters or things done, omitted or suffered to be done prior to and including the "**Effective Date**" (all of the foregoing, the "**Released Matters**"). Borrower acknowledges that the agreements in this Section 7 are intended to be in full satisfaction of all or any alleged injuries or damages arising in connection with the Released Matters. Borrower represents and warrants to Lender that it has not purported to transfer, assign or otherwise convey any right, title or interest of Borrower in any Released Matter to any other Person and that the foregoing constitutes a full and complete release of all Released Matters.

SECTION 8. MISCELLANEOUS.

8.1 Borrower agrees with Lender that all of the terms of the Loan Agreement, the Note, the other Loan Documents and any other agreement, document, or instrument executed and delivered by Borrower to Lender in connection with Borrower's obligations under the Loan Agreement and the Loan Documents, are incorporated in and made a part of this Amendment by this reference.

8.2 This Amendment shall be binding upon the parties to this Amendment and their respective heirs, executors, personal and legal representatives, successors and assigns.

8.3 If any term, covenant or condition of this Amendment shall be held to be invalid, illegal or unenforceable in any respect, the validity or enforceability of the remaining provisions shall not in any way be affected.

8.4 This Amendment, the Allonge and the other Loan Documents constitute the entire agreement between the parties and are the final expression of the intentions of Borrower and Lender. No promises, either expressed or implied, exist between Borrower and Lender, unless contained in this Amendment, the Allonge or the other Loan Documents. This Amendment, the Allonge and the other Loan Documents supersede all negotiations, representations, warranties, commitments, offers and contracts (of any kind or nature, whether oral or written) with respect to the subject matter hereof prior to or contemporaneous with the Effective Date.

8.5 This Amendment, and any provisions of this Amendment, may not be modified, amended, waived, extended, changed, discharged or terminated orally or by any act or failure to act on the part of any party to this Amendment, but only by an agreement in writing signed by the party against whom enforcement of any modification, amendment, waiver, extension, change, discharge or termination is sought.

8.6 Borrower agrees that the Loans, including the Interest Rate, fees and charges as contemplated by this Amendment, the Allonge, the Loan Agreement and the other Loan Documents, (a) are business loans under New York law, (b) are exempted transactions under the Truth In Lending Act, 12 U.S.C. 1601 et seq., as amended from time to time, and (c) do not violate the provisions of any New York usury laws, any consumer credit laws or the usury laws of any state that may have jurisdiction over the transactions described in the Loan Documents or any property securing the Obligations. Borrower represents and warrants to Lender that it is entering into this Amendment and the Allonge on its own behalf, and not as nominee, designee, or agent for another nor is Borrower acting for another in so borrowing the amounts under the Loan Documents.

8.7 This Amendment and the Allonge shall be delivered and accepted in and shall be deemed to be contracts made under and governed by the laws of New York and for all purposes shall be construed in accordance with the laws of New York, without giving effect to the choice of law provisions thereof (other than Sections 5-1401 and 5-1402 of the New York General Obligations Law).

8.8 This Amendment may be executed in any number of counterparts and by different parties to this Amendment in separate counterparts, each of which when so executed and delivered shall be deemed an original, and all such counterparts together shall constitute but one and the same instrument. Signature pages may be detached from multiple separate counterparts and attached to a single counterpart so that all signature pages are physically attached to the same document. A signature of a party to this Amendment sent by facsimile, e-mail or other electronic transmission shall have the same force and effect as an original signature of such party.

8.9 Lender acknowledges and agrees that all Obligations under this Agreement are debts of the Borrower and that the credit union members of Borrower are not individually liable for the Obligations under this Agreement.

[Remainder of Page Intentionally Blank; Signature Page Follows]

IN WITNESS WHEREOF, Borrower and Lender have executed this Amendment as of the Effective Date.

BORROWER:

STUDENT CU CONNECT CUSO, LLC,
a Delaware limited liability company

By: /s/ Joe Karlin

Name: Joe Karlin

Title: Program Administrator

LENDER:

ITT EDUCATIONAL SERVICES, INC.,
a Delaware corporation

By: /s/ Kevin M. Modany

Name: Kevin M. Modany

Title: Chairman and CEO

THIRD AMENDMENT TO LOAN AND SECURITY AGREEMENT

This THIRD AMENDMENT TO LOAN AND SECURITY AGREEMENT (this "*Amendment*") is made and entered into effective as of May 18, 2012 (the "*Effective Date*") between STUDENT CU CONNECT CUSO, LLC, a Delaware limited liability company ("*Borrower*"), and ITT EDUCATIONAL SERVICES, INC., a Delaware corporation ("*Lender*").

RECITALS

The following recitals are a material part of this Amendment:

A. Borrower and Lender entered into a revolving credit facility as evidenced by that certain Loan and Security Agreement dated as of May 18, 2009, as amended by that certain First Amendment to Loan and Security Agreement dated as of December 30, 2009, and that certain Second Amendment to Loan and Security Agreement dated as of January 3, 2011 (as amended, modified, supplemented, restated, or renewed, from time to time, the "*Loan Agreement*"), between Borrower and Lender, and additional instruments and agreements between Borrower and Lender, including that certain Revolving Note dated as of May 18, 2009, made by Borrower in favor of Lender in the maximum principal amount of \$300,000,000.00 (as amended, modified, supplemented, restated, or renewed, from time to time, the "*Note*").

B. Borrower has requested certain changes to be effected by amending the Loan Agreement and the Note pursuant to this Amendment.

C. Borrower is entering into a new servicing agreement that provides for enhanced servicing activities, and therefore references in the Loan Agreement to certifications of enhanced servicing are no longer necessary.

D. Lender is willing to amend the Loan Agreement and the Note upon and subject to the terms, provisions and conditions set forth in this Amendment and in that certain Third Amendment Allonge to Revolving Note, a copy of which is attached as Exhibit A (the "*Allonge*"), executed contemporaneously with this Amendment.

AGREEMENT

In consideration of the mutual promises contained in this Amendment and for other good and valuable consideration, the receipt and sufficiency of which are acknowledged, the parties to this Amendment mutually agree as follows:

SECTION 1. DEFINED TERMS. All capitalized terms used but not otherwise defined in this Amendment have the meaning set forth in the Loan Agreement.

SECTION 2. ACKNOWLEDGMENT OF INDEBTEDNESS. Borrower and Lender hereby acknowledge and agree that, as of the Effective Date, the outstanding balance due and owing under the Note (which includes both principal and accrued unpaid interest) is \$9,485,011.48. Borrower unconditionally and irrevocably acknowledges that all obligations evidenced by the Loan Documents are enforceable against it in accordance with the terms thereof, and unconditionally and irrevocably waives any and all defenses, claims or setoffs affecting any of the obligations which may have existed or arisen (or which are based on facts or circumstances actually or allegedly existing) prior to the Effective Date (except for mathematical or clerical errors proven to the reasonable satisfaction of Lender, for which any remedies in favor of Borrower shall be limited to the correction of such mathematical or clerical error).

SECTION 3. AMENDMENTS TO LOAN AGREEMENT. Effective as of the Effective Date, the Loan Agreement is amended so that all of the terms and provisions of this Amendment, including all terms defined in this Amendment, are incorporated and integrated into, and made a material part of, the Loan Agreement as if fully set forth therein. In addition, the following specific amendments are hereby adopted:

3.1 Section 1.1 of the Loan Agreement is hereby amended in the following respects:

(a) The definitions of "Advance Termination Date" and "Interest Rate" are deleted in their entirety and the following is substituted in their stead:

"Advance Termination Date": January 1, 2014.

"Interest Rate": The per annum rate equal to the Prime Rate plus one percent (1.00%) per annum.

(b) The following definitions are deleted in their entirety: "**Enhanced Servicing**" and "**Enhanced Servicing Threshold**."

(c) For the avoidance of any confusion, other than the changes specified in (a) and (b) above, of Section 1.1 of the Loan Agreement remains unchanged.

3.2 Subsection 2.1(c)(i) of the Loan Agreement is hereby amended to provide that the commencement date for quarterly payments of accrued and unpaid interest on the principal balance of the Loans shall be January 1, 2014. For the avoidance of any confusion, the remainder of Subsection 2.1(c)(i) of the Loan Agreement is unchanged.

3.3 Section 2.2 of the Loan Agreement is hereby amended to delete the last sentence of such Section. For the avoidance of any confusion, the remainder of Section 2.2 of the Loan Agreement is unchanged.

3.4 Section 9.13 of the Loan Agreement is hereby deleted in its entirety.

As hereby amended, that the Loan Agreement remains in full force and effect.

SECTION 4. RATIFICATION AND REAFFIRMATION OF THE LOAN DOCUMENTS; FURTHER ASSURANCES.

4.1 Except and as expressly modified by this Amendment and the Allonge, Borrower ratifies, affirms and confirms the terms, covenants and provisions of the Loan Documents, including the Loan Agreement and any other rights and obligations in favor of Lender thereunder, and acknowledges that the same are and shall continue in full force and effect to evidence and secure the Obligations.

4.2 Borrower further agrees, at its own cost, and without expense to Lender, to do, execute, acknowledge and deliver all and every such further agreements, instruments, acts, deeds, conveyances, financing statements, assignments, notices of assignments, transfers and assurances as Lender shall from time to time require, for carrying out the intention of facilitating the performance of the terms of the Loan Documents, including the Loan Agreement, the Note and this Amendment and the Allonge.

SECTION 5. CONDITIONS TO EFFECTIVENESS. The provisions of Section 3 of this Amendment shall become effective as of the date of, and only upon the satisfaction of, all of the following conditions precedent:

5.1 Lender shall have received an original of this Amendment and the Allonge, fully executed and duly authorized and delivered to Lender by Borrower.

5.2 All corporate and other proceedings taken or to be taken in connection with the transactions contemplated by this Amendment and the Allonge, and all documents incidental thereto shall be satisfactory in form and substance to Lender and its counsel, and Lender and such counsel shall have received all such counterpart originals or certified copies of such documents as Lender may request in its sole and absolute discretion.

5.3 Borrower shall have paid to Lender all closing costs and other expenses that Borrower is obligated to pay under this Amendment, the Loan Agreement and the Loan Documents.

SECTION 6. **REPRESENTATIONS AND WARRANTIES.** In order to induce Lender to enter into this Amendment and to amend the Loan Documents in the manner provided in this Amendment, Borrower represents and warrants to Lender that the following statements are true, correct and complete:

6.1 Borrower has all requisite corporate power and authority to enter into this Amendment and the Allonge and to carry out the transactions contemplated by, and perform its obligations under, this Amendment, the Allonge, and the Loan Documents.

6.2 The execution and delivery of this Amendment, the Allonge and the performance of the Loan Documents have been duly authorized by all necessary corporate action on the part of Borrower.

6.3 The execution and delivery by Borrower of this Amendment, the Allonge and the performance of the Loan Documents do not and will not (i) violate any provision of any law or any governmental rule or regulation applicable to Borrower, the articles of organization, operating agreement or other organizational documents of Borrower or any order, judgment or decree of any court or other agency of government binding on Borrower, (ii) conflict with, result in a breach of, or constitute (with due notice or lapse of time or both) a default under any contractual provision or restriction binding on or affecting Borrower, (iii) result in or require the creation or imposition of any lien upon any of the properties or assets of Borrower, or (iv) require any approval of members or any approval or consent of any Person under any contract or agreement to which Borrower is a party that has not already been obtained.

6.4 The execution and delivery by Borrower of this Amendment, the Allonge, and the performance of the Loan Documents do not and will not require any registration with, consent or approval of, or notice to, or other action to, with or by, any federal, state or other governmental authority or regulatory body.

6.5 This Amendment, the Allonge, and the Loan Documents have been duly executed and delivered by Borrower and are its legally valid and binding obligations, enforceable against it in accordance with their respective terms, except as may be limited by bankruptcy, insolvency, reorganization, moratorium or similar laws relating to or limiting creditors' rights generally or by equitable principles relating to enforceability.

6.6 No event has occurred and is continuing or will result from the consummation of the transactions contemplated by this Amendment or the Allonge that would constitute a default under the Loan Documents.

6.7 After giving effect to this Amendment and the Allonge, the representations and warranties contained in the Loan Agreement are and will be true, correct and complete with respect to Borrower in all material respects on and as of the Effective Date to the same extent as though made on and as of the Effective Date.

SECTION 7. RELEASE OF LIABILITY. Borrower releases, remises, acquits and forever discharges Lender and its respective employees, agents, representatives, consultants, attorneys, fiduciaries, servants, officers, directors, partners, predecessors, successors and assigns, subsidiaries, parents and related divisions (all of the foregoing, the "**Released Parties**"), from any and all actions and causes of action, judgments, executions, suits, debts, claims, demands, liabilities, obligations, damages and expenses of any and every character, known or unknown, direct or indirect, at law or in equity, of whatsoever kind or nature, whether heretofore or hereafter arising, for or because of any matter or things done, omitted or suffered to be done by any of the Released Parties prior to and including the Effective Date, and in any way directly or indirectly arising out of or in any way connected to this Amendment, the Loan Agreement and the Loan Documents on account of any matters or things done, omitted or suffered to be done prior to and including the "**Effective Date**" (all of the foregoing, the "**Released Matters**"). Borrower acknowledges that the agreements in this Section 7 are intended to be in full satisfaction of all or any alleged injuries or damages arising in connection with the Released Matters. Borrower represents and warrants to Lender that it has not purported to transfer, assign or otherwise convey any right, title or interest of Borrower in any Released Matter to any other Person and that the foregoing constitutes a full and complete release of all Released Matters.

SECTION 8. MISCELLANEOUS.

8.1 Borrower agrees with Lender that all of the terms of the Loan Agreement, the Note, the other Loan Documents and any other agreement, document, or instrument executed and delivered by Borrower to Lender in connection with Borrower's obligations under the Loan Agreement and the Loan Documents, are incorporated in and made a part of this Amendment by this reference.

8.2 This Amendment shall be binding upon the parties to this Amendment and their respective heirs, executors, personal and legal representatives, successors and assigns.

8.3 If any term, covenant or condition of this Amendment shall be held to be invalid, illegal or unenforceable in any respect, the validity or enforceability of the remaining provisions shall not in any way be affected.

8.4 This Amendment, the Allonge and the other Loan Documents constitute the entire agreement between the parties and are the final expression of the intentions of Borrower and Lender. No promises, either expressed or implied, exist between Borrower and Lender, unless contained in this Amendment, the Allonge or the other Loan Documents. This Amendment, the Allonge and the other Loan Documents supersede all negotiations, representations, warranties, commitments, offers and contracts (of any kind or nature, whether oral or written) with respect to the subject matter hereof prior to or contemporaneous with the Effective Date.

8.5 This Amendment, and any provisions of this Amendment, may not be modified, amended, waived, extended, changed, discharged or terminated orally or by any act or failure to act on the part of any party to this Amendment, but only by an agreement in writing signed by the party against whom enforcement of any modification, amendment, waiver, extension, change, discharge or termination is sought.

8.6 Borrower agrees that the Loans, including the Interest Rate, fees and charges as contemplated by this Amendment, the Allonge, the Loan Agreement and the other Loan Documents, (a) are business loans under New York law, (b) are exempted transactions under the Truth In Lending Act, 12 U.S.C. 1601 et seq., as amended from time to time, and (c) do not violate the provisions of any New York usury laws, any consumer credit laws or the usury laws of any state that may have jurisdiction over the transactions described in the Loan Documents or any property securing the Obligations. Borrower represents and warrants to Lender that it is entering into this Amendment and the Allonge on its own behalf, and not as nominee, designee, or agent for another nor is Borrower acting for another in so borrowing the amounts under the Loan Documents.

8.7 This Amendment and the Allonge shall be delivered and accepted in and shall be deemed to be contracts made under and governed by the laws of New York and for all purposes shall be construed in accordance with the laws of New York, without giving effect to the choice of law provisions thereof (other than Sections 5-1401 and 5-1402 of the New York General Obligations Law).

8.8 This Amendment may be executed in any number of counterparts and by different parties to this Amendment in separate counterparts, each of which when so executed and delivered shall be deemed an original, and all such counterparts together shall constitute but one and the same instrument. Signature pages may be detached from multiple separate counterparts and attached to a single counterpart so that all signature pages are physically attached to the same document. A signature of a party to this Amendment sent by facsimile, e-mail or other electronic transmission shall have the same force and effect as an original signature of such party.

8.9 Lender acknowledges and agrees that all Obligations under this Agreement are debts of the Borrower and that the credit union members of Borrower are not individually liable for the Obligations under this Agreement.

[Remainder of Page Intentionally Blank; Signature Page Follows]

IN WITNESS WHEREOF, Borrower and Lender have executed this Amendment as of the Effective Date.

BORROWER:

STUDENT CU CONNECT CUSO, LLC,
a Delaware limited liability company

By: /s/ Lisa A. Schlehuber

Name: Lisa A. Schlehuber

Title: Board Chair/Manager

LENDER:

ITT EDUCATIONAL SERVICES, INC.,
a Delaware corporation

By: /s/ Kevin M. Modany

Name: Kevin M. Modany

Title: Chairman and CEO

EXHIBIT A

to

Third Amendment to Loan and Security Agreement

(Allonge)

THIRD AMENDMENT ALLONGE TO REVOLVING NOTE

This THIRD AMENDMENT ALLONGE TO REVOLVING NOTE (this "*Allonge*") is made effective as of May __, 2012 (the "*Effective Date*"), and is attached to and forms part of that certain Revolving Note dated May 18, 2009 (the "*Note*"), made by **STUDENT CU CONNECT CUSO, LLC**, a Delaware limited liability company ("*Borrower*"), in favor of **ITT EDUCATIONAL SERVICES, INC.**, a Delaware corporation (together with its successors and assigns, the "*Lender*"), in the original principal amount of \$300,000,000. Capitalized words and phrases not otherwise defined in this Allonge have the meanings set forth in the Note.

Borrower and Lender hereby agree that the Note is hereby amended by acknowledging that the Loan Agreement has been amended by that certain Third Amendment to Loan and Security Agreement dated as of the Effective Date.

Except as modified by the preceding paragraph, all other terms and provisions of the Note shall remain in full force and effect without modification. Borrower and Lender hereby agree and acknowledge that any and all acts taken or performed by either party hereto prior to the Effective Date that were in accordance with the terms of the Note as modified by this Allonge are hereby approved and ratified. This Allonge is attached to and is hereby made an integral part of the Note. This Allonge shall be binding upon the parties hereto and their successors and assigns. This Allonge shall be construed and enforced in accordance with, and the rights of the parties to this Allonge shall be governed by, the laws of New York, without giving effect to the choice of law provisions thereof (other than Sections 5-1401 and 5-1402 of the New York General Obligations Law).

IN WITNESS WHEREOF, Borrower has executed this Allonge effective as of the Effective Date.

BORROWER:

STUDENT CU CONNECT CUSO, LLC,
a Delaware limited liability company

By: _____
Name: _____
Title: _____

ACKNOWLEDGED AND AGREED BY LENDER:

ITT EDUCATIONAL SERVICES, INC.,
a Delaware corporation

By: _____
Name: _____
Title: _____

AGREEMENT FOR SERVICING PRIVATE STUDENT LOANS

By and Between

STUDENT CU CONNECT CUSO, LLC,

and

FIRST ASSOCIATES LOAN SERVICING, LLC

DATED AS OF MAY 18, 2012

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Agreement for Servicing Private Student Loans

This Agreement for Servicing Private Student Loans is made and entered into as of May 18, 2012, by and between **First Associates Loan Servicing, LLC**, a Delaware limited liability company (the "Servicer"), and **Student CU Connect CUSO, LLC**, a Delaware limited liability company (the "Client").

RECITALS:

- A. The Client owns student loans ("Student Loans") made by Eli Lilly Federal Credit Union (the "Originating Lender") to students attending post-secondary educational institutions operated by ITT Educational Services, Inc. (each, a "School").
- B. The Client, as owner of the Student Loans, is responsible for providing for the servicing and collection of the Student Loans.
- C. Subject to the terms and conditions set forth in this Agreement, the Servicer will provide servicing and collection services for Student Loans while they are held by the Client.
- D. Subject to the terms and conditions of this Agreement, the Servicer also will provide services to the Client in connection with the deconversion of, and transfer to the Servicer for servicing and collection hereunder of, Student Loans currently being serviced by Xerox Education Services, Inc. (formerly known as ACS Education Services, Inc.) for the Client

AGREEMENT:

In consideration of the foregoing premises and the mutual covenants contained herein, and of other good and valuable consideration, the receipt of which is hereby acknowledged, the parties agree as follows:

ARTICLE I**DEFINITIONS****Section 1.01 Definitions**

The following terms as used in this Agreement (including the preamble of this Agreement) shall have the following meanings unless the context clearly indicates otherwise:

- (A) "**Account**" means all Serviced Loans with the same Borrower's social security number.

(B) “**Additional Disbursement Loan**” has the meaning assigned thereto in Section 2.11(A) of this Agreement.

(C) “**Agreement**” means this Agreement for Servicing Private Student Loans, including Schedules A through H hereto which are made a part hereof, as supplemented and amended from time to time in accordance with the provisions hereof.

(D) “**Applicable Laws**” means the State and Federal consumer lending and collection laws and other laws applicable to the Services, to the extent the same apply to the servicing and collection of loans made by a federal credit union or national bank to competent adult individuals (including such loans that have been transferred to another entity), including, without limitation, the Equal Credit Opportunity Act, the Fair Credit Reporting Act, the Fair Debt Collection Practices Act, the Gramm-Leach-Bliley Act, the Truth-in-Lending Act, the Higher Education Opportunity Act, the Federal Trade Commission Act, the USA PATRIOT Act, and any regulations implementing such statutes (including, without limitation, the FTC Red Flag Rules).

(E) “**Borrower**” means an individual who borrows funds through a Student Loan.

(F) “**Business Day**” means a day of the year other than a Saturday, a Sunday or a day on which banks located in New York, New York are required or authorized by law to remain closed or a scheduled holiday for the Servicer (as set forth in Schedule G hereto for 2012, and, for subsequent years, for which it has provided notice pursuant to Section 2.10 hereof).

(G) “**Client**” means **Student CU Connect CUSO, LLC**, a Delaware limited liability company, and its successors and permitted assigns.

(H) “**Customer Information**” means nonpublic information relating to Borrowers or co-signers of Serviced Loans, including without limitation names, addresses, telephone numbers, e-mail addresses, credit information, account numbers, social security numbers, loan balances or other account information, and lists derived therefrom.

(I) “**Deconversion Services**” means those services to be provided by the Servicer pursuant to Schedule D hereto (and does not include those services provided pursuant to Section 2.11 hereof).

(J) “**Defaulted Loan**” means a Serviced Loan with respect to which (1) any required payment becomes more than 180 days delinquent (without regard to whether such payment is later made), or (2) the Servicer is notified that the Borrower is deceased.

(K) “**Deferment Period**” means a period permitted by the Program Guidelines during which a Borrower is enrolled in a School or is in the military and is permitted to temporarily forego payments on the Borrower’s Student Loan.

(L) “**Effective Date**” means May 18, 2012.

(M) “**Examiner**” has the meaning assigned thereto in Section 2.06(A) hereof.

(N) “**Expiration Date**” means May 31, 2017.

(O) “**Forbearance Period**” means a period permitted by the Program Guidelines during which a Borrower (in Repayment) is permitted to temporarily forego payments or make reduced payments on the Borrower’s Student Loan.

(P) “**Grace Period**” means the three-month or six-month period immediately preceding the Repayment Period, if and as provided for in the Borrower’s Note.

(Q) “**Interim Period**” means the period from the disbursement of a Serviced Loan to the commencement of the earlier of (1) the Grace Period and (2) the Repayment Period, if and as provided for in the Borrower’s Note.

(R) “**ITT**” means ITT Educational Services, Inc., a Delaware corporation, and its successors and assigns.

(S) “**Note**” means the authoritative electronic copy of an electronically signed application and loan agreement evidencing a Student Loan or, if in paper form, the originally executed application and loan agreement evidencing a Student Loan.

(T) “**Originating Lender**” means Eli Lilly Federal Credit Union, a federal credit union, which makes or has made the Student Loans.

(U) “**Program**” means the private student loan program under which the Originating Lender makes or has made loans to students for costs of attendance at the Schools.

(V) “**Program Guidelines**” means the guidelines for origination, servicing and administration of the Student Loans attached hereto as Schedule E, as amended by agreement of the parties hereto with the prior consent of ITT.

(W) “**Program Requirements**” means the applicable provisions and requirements of the Note, the Program Guidelines and any Applicable Laws. In the event of any inconsistency between:

- (1) Applicable Law and the Note or the Program Guidelines, Applicable Law shall prevail; or
- (2) the Note and the Program Guidelines, the Note shall prevail.

(X) “**Repayment**” or “**Repayment Period**” means the period of time during which a Borrower is required under his or her Note to make installment payments to repay the aggregate principal amount of, plus accrued interest on, the Borrower’s Student Loan.

(Y) “**Repayment Schedule**” means the schedule of loan payments established prior to the commencement of the Repayment Period with respect to a Student Loan, which schedule sets out the amount and timing of installments necessary to pay such Student Loan in full within the applicable Repayment Period.

(Z) **“School”** means an institution of higher education owned and operated by ITT.

(AA) **“Serviced Loan”** means any of the Student Loans identified in Section 2.01 hereof, except for those Student Loans with respect to which this Agreement has been terminated as provided in Section 5.03; provided, however, that a Defaulted Loan shall not be a “Serviced Loan” for purposes of Schedule A.

(BB) **“Servicer”** means First Associates Loan Servicing, LLC, a Delaware limited liability company, and its successors and permitted assigns.

(CC) **“Servicer Default”** means the occurrence and continuance of any of the following events with respect to Serviced Loans:

(1) any failure by the Servicer to deliver to the Client any payment required hereunder, which failure continues unremedied for three Business Days after the date on which written notice of such failure, requiring the same to be remedied, shall have been given to the Servicer by the Client;

(2) any failure by the Servicer to observe or to perform in any material respect any covenant or agreement of the Servicer set forth in this Agreement, which failure shall continue unremedied for a period of 30 days after the earlier of (a) the date on which written notice of such failure, requiring the same to be remedied, shall have been given to the Servicer by the Client or (b) the date on which an officer of the Servicer responsible for servicing operations becomes aware of the failure to observe or perform such covenant or agreement;

(3)(i) the filing of a decree or order by a court having jurisdiction in the premises with respect to the Servicer or any substantial part of its property (a) for relief in an involuntary case under any applicable federal or state bankruptcy, insolvency or other similar law now or hereafter in effect, (b) appointing a receiver, liquidator, assignee, custodian, trustee, sequestrator or similar official for the Servicer or for any substantial part of its property, or (c) ordering the winding-up or liquidation of the Servicer’s affairs, and such decree or order shall remain undischarged, unstayed and in effect for a period of 60 consecutive days, or (ii) the commencement by the Servicer of a voluntary case under any applicable federal or state bankruptcy, insolvency or other similar law now or hereafter in effect, or the consent by the Servicer to the entry of an order for relief in an involuntary case under any such law, or (iii) the consent by the Servicer to the appointment of or taking possession by a receiver, liquidator, assignee, custodian, trustee, sequestrator or similar official for the Servicer or for any substantial part of its property, or the making by the Servicer of any general assignment for the benefit of creditors, or (iv) the failure by the Servicer generally to pay its debts as such debts become due, or (v) the taking of action by the Servicer in furtherance of any of the foregoing.

(DD) “*Services*” means those services to be provided by the Servicer pursuant to Sections 2.02, 2.11 and 5.03 hereof.

(EE) “*Servicing Extract*” means the report identified as “Servicing Extract” in Schedule C hereof.

(FF) “*Servicing Reports*” means those reports to be provided to the Client by the Servicer pursuant to Section 2.03 hereof.

(GG) “*Statement of Work*” means the Statement of Work included in Schedule B hereof.

(HH) “*Student Loan*” means a student loan made by the Originating Lender under the Program to finance or refinance a portion of a Borrower’s costs of attending a School.

(II) “*Transferred Defaulted Loan*” has the meaning assigned to such term in Section 5.03(C) hereof.

(JJ) “*XES*” means Xerox Education Services, Inc., a Delaware corporation (formerly known as ACS Education Services, Inc.).

Section 1.02 Definitions of General Terms

Unless the context clearly indicates otherwise, or may otherwise require, in this Agreement the terms “herein”, “hereunder”, “hereby”, “hereto”, “hereof” and any similar terms refer to this Agreement as a whole and not to any particular article, section or subsection thereof.

Unless the context clearly indicates otherwise, or may otherwise require, in this Agreement (i) references to articles, sections and other subsections, whether by number, letter or otherwise, are to the respective or corresponding articles, sections or subsections of this Agreement as such articles, sections or subsections may be amended from time to time; (ii) references to chapters, subchapters and sections of any public law or statute of the United States are to the respective or corresponding chapters, subchapters and sections as they may be amended from time to time; and (iii) the word “heretofore” means before the date of execution of this Agreement, the word “now” means at the date of execution of this Agreement, and the word “hereafter” means after the date of execution of this Agreement.

ARTICLE II

PROVISION OF SERVICES

Section 2.01 Loans Covered by this Agreement

The Servicer hereby agrees to provide the Services for all Student Loans that the Client, in its sole discretion, delivers to the Servicer for servicing hereunder.

Section 2.02 Services

(A) The Servicer shall service, administer and make collections on the Serviced Loans in accordance with the terms hereof. The Servicer shall provide the services described in Schedule B hereto with respect to Serviced Loans.

(B) In performing the Services, (i) the Servicer shall exercise commercially reasonable care and diligence and shall comply with the Program Requirements in all material respects, and (ii) if an inconsistency exists between the Program Requirements and the Statement of Work, the Servicer shall follow the Program Requirements.

(C) Except as otherwise provided in this Agreement, the parties expressly acknowledge that the Servicer shall have the right, but not the obligation (except as the Servicer may specifically agree), to give any notices to, comply with any requests or directions of, or otherwise be responsible for communicating or coordinating with any guarantor or surety of any Serviced Loans.

Section 2.03 Servicing Reports

(A) The Servicer shall provide via FTP and/or online self service to the Client and ITT periodic Servicing Reports described in Schedule C hereto.

(B) Except as otherwise provided in this Agreement, including without limitation Section 2.03(A) hereof and the Statement of Work, the Servicer shall provide all Servicing Reports, at the Servicer's election, either (i) by delivery to the Client and/or ITT, as the case may be, as provided in Section 6.08 hereof or (ii) by making such Servicing Reports available to the Client and/or ITT, as the case may be, in electronic format (including on a server to which the Client and/or ITT, as the case may be, is granted access).

(C) The parties to this Agreement shall comply with all Applicable Laws, including (without limitation) those relating to privacy and information security, in connection with the provision, receipt, storage, and use of the Servicing Reports.

(D) The Servicer agrees to provide a Servicing Extract as of the end of each month on the first Business Day of the following month, provided that the failure to provide the Servicing Extract by the 5th Business Day of the month following the month to which such Servicing Extract relates shall (subject to Section 5.04(A) hereof) be a material failure for purposes of Section 1.01(CC)(2) hereof.

Section 2.04 Manner of Performance of Services

The Servicer shall be entitled to determine the manner in which the Services are accomplished and shall have the right to effect such changes or modifications to its equipment, computer programs, reports, procedures and techniques as it deems necessary or advisable without the consent of the Client; provided, however, that such determination, changes or modifications shall not abrogate or in any way modify the Servicer's obligations under this Agreement (including with respect to the standard of care relating to the servicing of the Serviced Loans). The Servicer shall notify the Client and ITT of any major systems modifications, such as replacing its hardware or software platforms.

Section 2.05 Safekeeping of Loan Documents

A copy of each Note and either originals, duplicate copies or other electronic documentation of all other material documents related to the Serviced Loans which are in the custody of the Servicer shall be maintained by the Servicer. The Servicer shall employ reasonable efforts, consistent with industry standards, to safeguard the Serviced Loan documentation from loss, damage or destruction due to fire, flood, theft, or other hazard. The Servicer shall execute backups of all of the electronic files relating to Serviced Loans to magnetic tape or other electronic media, and periodically rotate a copy of such electronic files to an off-site storage facility. Notwithstanding the foregoing, the Servicer may destroy physical loan documentation to the extent such destruction does not violate the Program Requirements, if adequate primary and back-up electronic records are maintained of such destroyed physical loan documentation to the extent required by the Program Requirements.

Section 2.06 Examination of Records

(A) The Client, ITT, and their respective agents, auditors, and consultants (each of which is referred to herein as an "Examiner") will have the right, at any time and from time to time (subject to the limits set forth in Section 2.06(B) below), during normal business hours, with at least five Business Days' notice, to examine, audit, and copy any and all of the Servicer's records or accounts pertaining to any Serviced Loan, including loan documentation, and to interview or consult with the Servicer's officers and employees as it deems necessary to determine compliance with this Agreement. Any such examination or audit shall be at the expense of the party on whose behalf it is conducted.

(B) Except during the continuance of a Servicer Default, each of the Client (and its agents, auditors and consultants) and ITT (and its agents, auditors and consultants) shall be limited to a single such examination or audit in any calendar year.

(C) Prior to granting access as provided in Section 2.06(A), the Servicer may require that any Examiner sign an agreement containing the confidentiality provisions set forth in Section 6.02(E) hereof.

Section 2.07 Appointment as Agent

The Client hereby appoints the Servicer as its agent solely for endorsing and depositing negotiable instruments (checks, money orders, etc.) made payable to the Client but in the possession of the Servicer for the purpose of crediting Borrower Accounts.

Section 2.08 Reports and Audits Relating to the Servicer

The Servicer shall provide to the Client and ITT in the manner provided in Section 2.03(B), by December 31 of each year, commencing 2012, a report prepared by independent certified public accountants selected by the Servicer, of a type II SSAE 16 audit.

Section 2.09 Additional Information and Actions

In addition to information otherwise required to be provided hereunder and actions otherwise required to be taken hereunder, from time to time upon request during the term of this Agreement, the Servicer shall submit such information and take such action as may be reasonably requested by the Client or ITT to assure that the Serviced Loans are maintained in a proper and secure condition.

Section 2.10 Servicer Holidays

No later than December 1 of each year, the Servicer shall provide the Client and ITT with its schedule of holidays for the ensuing year, which shall not include more than two days in any calendar year that are not holidays for national banks. The Servicer's schedule of holidays for 2012 is attached as Schedule G.

Section 2.11 Deconversion of Loans from XES

(A) Commencing on the Effective Date and concluding not later than 60 days thereafter, the Servicer shall provide Services to the Client with respect to the deconversion of Student Loans from XES' servicing system, except with respect to such Student Loans requiring additional, final disbursements (the "Additional Disbursement Loans"), and the transfer of servicing of those Student Loans, except those relating to the Additional Disbursement Loans, to the Servicer.

(B) Commencing on the date of the last disbursement with respect to Additional Disbursement Loans, and concluding not later than 60 days thereafter, the Servicer shall provide Services to the Client with respect to the deconversion of the Additional Disbursement Loans from XES' servicing system, and the transfer of servicing of those Student Loans to the Servicer.

(C) The deconversion and transfer of the Student Loans described in this Section 2.11 shall proceed in accordance with the schedule set forth in Schedule H hereto, provided, however, that the dates set forth therein are subject to reasonable adjustment upon the written agreement of XES, the Client and the Servicer, so long as the deconversion and transfer of all of such Student Loans, including the Additional Disbursement Loans, is otherwise completed within the timeframes established under Sections 2.11(A) and (B) of this Agreement.

[The remainder of this page is intentionally left blank.]

ARTICLE III**COMPENSATION****Section 3.01 Amount of Compensation**

(A) The Client shall pay or cause to be paid to the Servicer the fees and expenses specified in Schedule A hereto for the performance of the Services with respect to the Serviced Loans. The fees specified in Schedule A hereto shall remain fixed for the term of this Agreement, except as otherwise provided in subsection (B) below.

(B) If any of the Program Requirements are amended or otherwise changed (including any change in the interpretation or applicability of Applicable Laws) or if the Servicer agrees to perform additional services based upon the applicability or (in the case of laws that the Servicer has determined, based on the advice of counsel, are reasonably likely to be held to be applicable) potential applicability of other laws after the date of this Agreement so as to materially increase the costs or obligations of the Servicer in providing the Services hereunder, the Servicer shall be entitled to propose to the Client and ITT an amendment to this Agreement which would increase fees to offset the documented additional costs of complying with such amendment or change or performing such additional services, and if the parties are unable to agree upon such amendment within 60 days after the proposed amendment is sent to the Client and ITT, then the Servicer shall be entitled to terminate this Agreement upon 180 days' prior written notice to the Client and ITT.

Section 3.02 Statements

The Servicer shall send to the Client a billing statement for the fees, expenses, and other amounts due (including pursuant to Section 6.05 hereof) pursuant to this Agreement with respect to each month. The Servicer shall transmit each billing statement no later than ten Business Days before the 27th day of the following month; provided, however, that any delay in such mailing shall not relieve the Client of its obligation to pay the fees due hereunder.

Section 3.03 Due Dates for Payments

(A) Except as provided in Section 3.03(B), the Client shall pay the Servicer for Services rendered in each month on the 27th day of the following month (or, if such day is not a Business Day, on the next Business Day). If the Servicer has timely submitted its billing statement, then except as provided in Section 3.03(B), the Client shall pay a late charge of 1.5% per month on any payment not received on such date until such amount is paid.

(B) In the event of any good faith dispute by the Client regarding any amount for the current billing period over \$5,000 billed by the Servicer, the Client may, by written notice to the Servicer detailing the grounds for the dispute, withhold payment of such disputed amount for a reasonable period pending resolution of the dispute, but shall pay the undisputed portion billed when and as due. Any amount in dispute that does not exceed \$5,000 shall be paid as provided in Section 3.03(A). The parties will use best efforts to resolve any disputes within 90 days of the date payment would otherwise be due.

(C) Upon any termination of this Agreement, all fees, expenses, and other amounts owed to the Servicer hereunder shall become immediately due and payable.

ARTICLE IV**REPRESENTATIONS AND WARRANTIES****Section 4.01 Representations and Warranties of the Servicer**

The Servicer hereby represents and warrants that it is duly organized and validly existing as a limited liability company in good standing under the laws of the state of Delaware.

Section 4.02 Representations and Warranties of the Client

The Client hereby represents and warrants that it is duly organized and validly existing as a limited liability company in good standing under the laws of the state of Delaware.

Section 4.03 Mutual Representations and Warranties

Each party hereby represents and warrants to the other as follows:

(A) It has the corporate power and authority to own its assets and carry on its business as contemplated by this Agreement, and to enter into, and perform in accordance with, the terms of this Agreement.

(B) It has, and its officers acting on its behalf have, the requisite corporate authority to engage in the transactions contemplated by this Agreement, and the execution and delivery of this Agreement, the consummation of the transactions herein contemplated and compliance with the terms, conditions and provisions of this Agreement do not and will not violate, conflict with or result in a breach of any of the terms, conditions or provisions of applicable law, its organizational and governing documents or any agreement or instrument to which it is a party or by which it is bound, or constitute a default thereunder; and it is not a party to or bound to any agreement or instrument or subject to any corporate restriction or judgment, order, writ, injunction, decree, law, rule or regulation which may materially and adversely affect its ability to perform its obligations under this Agreement.

(C) This Agreement constitutes a valid and binding obligation of such party, enforceable against it in accordance with its terms, except as such enforcement may be limited by applicable bankruptcy, insolvency, receivership, reorganization and other similar laws relating to creditors' rights generally and to general principles of equity.

(D) It has obtained all consents, approvals, licenses, exemptions or authorizations of, or filings or registrations with, any government or governmental body which are required in connection with the execution and delivery of this Agreement and the Performance of its obligations hereunder, the failure to obtain which could materially and adversely affect its ability to perform its obligations under this Agreement.

(E) There is no pending action, suit, proceeding, inquiry or investigation with respect to which notice has been served upon it before any court, governmental or public entity or arbitrator against or affecting, directly or indirectly, it or any of its properties, which if adversely determined would have a material adverse effect on its ability to perform its obligations hereunder, and, to the best of its knowledge, no such action or proceeding has been threatened.

ARTICLE V

TERM AND TERMINATION

Section 5.01 Term of Agreement

Unless sooner terminated in accordance with the terms hereof, this Agreement shall remain in full force and effect with respect to all Serviced Loans from the date hereof until and including the Expiration Date.

Section 5.02 Termination

(A) The Client or ITT may terminate this Agreement, by written notice to the Servicer, (i) at any time after the occurrence and during the continuance of a Servicer Default or (ii) as provided in Section 5.04(A); provided, however, that such termination shall not take effect unless and until a successor servicer has been retained.

(B) The Servicer may terminate this Agreement as provided in Section 3.01(B) hereof; provided, however, that such termination shall not take effect unless and until a successor servicer has been retained.

(C) If (i) the Client fails to pay or cause to be paid any fees or other amounts required under Article III as and when due, or (ii) the Client fails to pay or cause to be paid any indemnity payment under Section 6.05(B) hereof when due, and such failure is not cured within 10 days after receipt by the Client of notice thereof, the Servicer may terminate this Agreement, by written notice to the Client and ITT.

(D) The Client or ITT may terminate this Agreement by 30 days' written notice to the Servicer, upon the conditions specified in Schedule F; provided, however, that such termination shall not take effect unless and until a successor servicer has been retained.

Section 5.03 Termination with Respect to Specific Loans; Activities Relating to Defaulted Loans

(A) This Agreement shall cease to apply with respect to a Serviced Loan when such Serviced Loan is paid in full.

(B) If a Serviced Loan becomes a Defaulted Loan, the Servicer shall (i) perform collection activities on, or assign to one or more collection agencies, such Defaulted Loan, and (ii) continue to account for such Defaulted Loan. The Servicer shall transfer to the Client on a weekly basis an amount equal to 72.0% of the gross amounts received (prior to reduction for collection agency fees) with respect to all such Defaulted Loans, and shall retain the balance of such gross amounts received as its sole compensation for the collection and management of collection of, and accounting for, Defaulted Loans. The collection agencies utilized by the Servicer and any agreement under which such collection agencies operate must be approved by the Client and consented to by ITT

(C) The provisions of [Section 5.03\(B\)](#) of this Agreement may be terminated by the Client, with respect to any one or more Defaulted Loans, in its discretion, at any time and from time to time by written notice to the Servicer (each such Defaulted Loan, a "Transferred Defaulted Loan"). With respect to any such termination for which the Client provides notice to the Servicer on or before the fifth Business Day preceding the end of a calendar month, the Servicer shall no longer be responsible for reporting or accounting for such specific Transferred Defaulted Loans following the fifth Business Day of the immediately following calendar month, subject to the Servicer having complied with the next sentence with respect to such Transferred Defaulted Loans. With respect to any Transferred Defaulted Loan for which the Client provides notice to the Servicer on or before the fifth Business Day preceding the end of a calendar month, the Servicer shall provide to the Client within five Business Days of the immediately following calendar month the Claims Processing Report (as defined on [Schedule C](#) hereto) and any other information the Client requests relating to those Transferred Defaulted Loans. With respect to any Transferred Defaulted Loan for which the Client provides notice of termination to the Servicer during the last four Business Days of a calendar month, the Servicer shall continue to provide the activities required by [Section 5.03\(B\)](#) of this Agreement through the end of following calendar month and shall provide the reporting described in the preceding sentence by the fifth Business Day of the second month thereafter, after which reporting the Servicer shall no longer be responsible for reporting or accounting for such specific Transferred Defaulted Loans.

Section 5.04 Impossibility of Performance; Disaster Recovery Plan

(A) If the Servicer is rendered unable, wholly or in part, by a force outside of its control (including but not limited to acts of God, strikes, lockouts, riots, acts of war or terrorism, epidemics, fire, communication line or power failure, earthquakes or other disasters) to carry out its obligations under this Agreement, the Servicer shall give to the Client and ITT prompt written notice to that effect. Thereupon, the affected obligations of the Servicer shall be suspended so long as the Servicer is unable to so perform any affected obligation; provided, however, the Client may terminate this Agreement if such inability or suspension continues for more than one week and results in a failure by the Servicer to perform its basic functions under this Agreement.

(B) The Servicer will maintain a disaster recovery plan, which is designed to achieve, within commercially reasonable parameters, the continuous operation, and in the event of a material interruption, the recovery of all material business functions needed to meet the Servicer's obligations under this Agreement. The Servicer's disaster recovery plan will include, at a minimum, procedures for back-up and restoration of operating and administrative equipment and computer systems; procedures and third party agreements for replacement equipment (*e.g.*, computer systems) and procedures and third party agreements for off-site production facilities. The Servicer will provide the Client and ITT with a disaster recovery plan summary and test results of such plan no less frequently than on an annual basis and will make its disaster recovery plan available for the Client's and ITT's review at Servicer's site upon reasonable request, at no charge. If any event described in [Section 5.04\(A\)](#) occurs, the Servicer shall service the Serviced Loans in the same manner as it services other private student loans pursuant to the Servicer's business continuity and disaster recovery plan.

Section 5.05 Deconversion Services

(A) Upon the expiration or termination of this Agreement, the Servicer shall provide the Deconversion Services.

(B) The Deconversion Services shall be provided at the Servicer's sole cost and expense, unless this Agreement is terminated by the Servicer as provided in Section 5.02(C) hereof, in which case the Deconversion Services shall be at the Client's cost as provided in Schedule A. The Servicer shall have no obligation to provide the Deconversion Services in such case unless it shall have reasonable assurance that it will be paid for such Deconversion Services in accordance with the terms hereof.

Section 5.06 Forwarding of Payments and Communications

After termination of this Agreement pursuant to Section 5.02 or termination with respect to Defaulted Loans pursuant to Section 5.03, the Servicer shall forward to the Client payments and communications (including, but not limited to, letters, notices of death, disability or change of address, adjudication of bankruptcy and similar documents, and forms requesting deferments or forbearance of repayment or loan cancellations) received with respect to Student Loans that were formerly Serviced Loans, promptly upon Servicer's determination that the payments or communications relate to such Student Loans.

ARTICLE VI**MISCELLANEOUS****Section 6.01 Limited Agency Powers**

The Servicer is an independent contractor and is not, and will not hold itself out to be, the agent of the Client except with respect to the limited agency powers specifically provided herein.

Section 6.02 Confidentiality; Trade Secrets and Proprietary Information

(A) This Agreement is considered confidential information of each party and shall not be copied or disclosed by any party to anyone other than employees, officers, directors, counsel, accountants, advisors, and agents whose responsibilities require such disclosure, to affiliates and potential purchasers of such party, to any governmental agency having supervision over such party, or as otherwise required by law, without the express written consent of the other party.

(B) Except as provided in this Section 6.02(B), the Servicer (i) will use the Customer Information solely for the purpose of performing its duties and exercising its rights under this Agreement, (ii) will not use the Customer Information for any other purpose, and (iii) will not disclose or communicate the Customer Information, directly or indirectly, to any third party except as may be necessary or appropriate for the performance of its duties and the exercise of its rights hereunder. The Servicer further agrees that, except as described in this Section 6.02(B), the Customer Information will be disclosed only to such of its employees, agents and contractors who need access to the Customer Information for the purposes described above. The foregoing shall not restrict the Servicer's use of Customer Information in connection with, or relating to (1) persons who have become "consumers" (within the meaning of the Gramm-Leach-Bliley Act) of the Servicer or (2) data gathering and analysis done by the Servicer regarding loan repayment that does not contain individual borrowers' nonpublic personal information.

(C) The Servicer shall implement and maintain information security measures to protect against unauthorized access to or use of Customer Information, and meet the objectives of the Interagency Guidelines Establishing Information Security Standards, Final Rule (12 C.F.R. Part 30, Appendix B), and the Federal Trade Commission's Standards for Safeguarding Customer Information (16 C.F.R. part 314), including without limitation: (i) access controls on information systems; (ii) access restrictions at physical locations containing Customer Information; (iii) encryption of electronic Customer Information communicated via CommonLineSM, secure connections for website access, and with respect to other transmissions by the Servicer of Customer Information compliance with the Servicer's safeguards program as communicated to the Client and ITT from time to time; (iv) monitoring systems and procedures to detect attempts to access servers on which Customer Information resides; (v) measures to protect against destruction, loss or damage of Customer Information due to potential environmental hazards such as fire and water damage or technological failures; (vi) testing of key controls, systems and procedures; and (vii) monitoring the information security policies of any of its subcontractors that are provided with Customer Information.

(D) The Client hereby acknowledges that all materials, procedures, written instruments, files and records (except specific Borrower files and records) developed by the Servicer in connection with the Services and the performance of its other obligations hereunder are and shall be treated as proprietary in nature. The Client shall not have or acquire any proprietary or any other right whatsoever in any such materials, procedures, written instruments, files, or records developed by the Servicer.

(E) Subject to any disclosure obligation imposed by law or regulation, any examinations or audits of the Servicer conducted under Section 2.06, any financial statements or other information of the Servicer provided under Sections 2.08 or 2.09, any business continuity and disaster recovery plan of the Servicer, any other information disclosed by or on behalf of the Servicer in connection herewith or therewith, and any copies of documents made or other documents generated in connection herewith or therewith, shall be treated as confidential by the Client and each Examiner and used only for the purpose of managing and administering the Serviced Loans and determining compliance by the Servicer hereunder. No documents or information provided in connection therewith shall be delivered by the Client or the Examiner to any third party other than the Client's accountants, attorneys, or other professional advisors (in each case, which has agreed in writing for the Servicer's benefit to be bound by confidentiality provisions set forth in this Section 6.02) or governmental agencies having jurisdiction over the Client. The Client and each Examiner will adopt procedures and safeguards to protect against unauthorized disclosure of such documents or information, and shall, at a minimum, exercise the same standard of care to protect the Servicer's confidential or proprietary documents and information from unauthorized disclosures as is used to protect its own confidential or proprietary documents and information from unauthorized disclosure.

Section 6.03 Amendments; Entire Agreement; Prior Agreements

(A) This Agreement may not be amended or modified in any respect except by an instrument in writing signed by each party to be affected thereby and communicated in accordance with Section 6.08 hereof regarding notices and as otherwise provided in this Agreement.

(B) This Agreement shall be the entire agreement between the parties with respect to the subject matter hereof and supersedes all prior written or oral agreements, representations, statements, negotiations, and undertakings among any of the Servicer and the Client with respect to the Services. In the event of an inconsistency between the provisions of the Schedules attached hereto and the provisions of Articles I through VI of this Agreement, the Schedules shall prevail.

Section 6.04 Assignment and Subcontracting

(A) Except as provided in subsection (B), (C), and (D) below, this Agreement may be assigned by any party only with the consent of the other parties.

(B) The Servicer may assign its rights to receive payments under this Agreement and/or may subcontract its obligations hereunder without the consent of the Client or ITT; provided, however, that (except as provided in subsection (C) below) unless the Client and ITT have otherwise agreed, the Servicer (i) shall not subcontract its obligations in their entirety, (ii) shall not subcontract its management and oversight of servicing operations, and (iii) shall remain responsible for the performance of all of the Services with respect to the related Serviced Loans in accordance with the standards set forth herein.

(C) The Servicer may, without the consent of the Client or ITT, assign its rights under this Agreement to an affiliated entity; provided, however, that unless the Client and ITT have otherwise agreed, First Associates Loan Servicing, LLC shall remain responsible for the performance of its duties hereunder.

(D) The Client may assign its rights hereunder to an assignee of Serviced Loans that assumes the related obligations of the Client hereunder.

(E) All covenants and agreements herein contained shall extend to and be obligatory upon all assigns and successors of the respective parties hereto.

Section 6.05 Indemnity

(A) **Servicer Indemnification.** The Servicer agrees to indemnify and hold the Client and its directors, officers, employees and agents harmless of, from and against any and all loss, liability, cost, damage or expense, including reasonable attorneys' fees and disbursements (collectively, "Damages"), resulting from any misrepresentation, any breach of warranty, or non-fulfillment of any agreement or covenant on the part of the Servicer under this Agreement.

The Servicer assumes no responsibility or liability for the failure of:

(1) any originator or servicer (in either case, other than the Servicer) to exercise reasonable care or due diligence in making or servicing a Serviced Loan prior to the Servicer assuming responsibility for providing Services with respect to such Serviced Loan;

(2) any Borrower or co-signer to repay a Serviced Loan; provided, however, that with respect to any former Serviced Loan that has been deconverted in connection with the termination of this Agreement pursuant to [Section 5.02](#), the Servicer's indemnification obligation shall apply to the amount of any loss of the legal right to collect, or reductions in any amounts payable on or with respect to, such former Serviced Loan that result, directly or indirectly, from the Servicer's failure to provide any Servicing Extract, as provided in [Section 2.03\(D\)](#) hereof, or the Deconversion Services, as provided in [Section 5.05](#) hereof, to the extent such loss or reductions result from the application of Applicable Law to such former Serviced Loan, as serviced by a successor servicer;

(3) the terms and conditions of any Serviced Loan or the Program Guidelines to comply with applicable law; or

(4) any Truth-in-Lending disclosure to comply with the Federal Truth-in-Lending Act or Regulation Z unless the Originating Lender has provided, and the Servicer fails to comply with, express instructions concerning completion of the notice.

(B) **Client Indemnification.** The Client agrees to indemnify and hold the Servicer and its directors, officers, employees and agents harmless of, from and against any and all loss, liability, cost, damage or expense, including reasonable attorneys' fees and disbursements (collectively, "Costs and Damages"), resulting from:

(1) Any failure of the Client to pay the fees and expenses provided for under Article III hereof;

(2) Any breach by the Client of its obligations hereunder;

(3) Any violation of the Fair Debt Collection Practices Act or other borrower or consumer protection laws based in whole or in part on collection activities conducted by any insurer or guarantor (which terms do not include ITT) of a Serviced Loan or Defaulted Loan (including the Servicer's failure to comply with instructions provided to any such other party by or on behalf of a Borrower); or

(4) The Servicer's performance of the Services hereunder (including, without limitation, any Costs and Damages arising from the Servicer being made a defendant in or being required to appear in any legal action or other proceeding relating to the Serviced Loans or Defaulted Loans), except to the extent arising from the Servicer's (i) negligence, (ii) willful misconduct, or (iii) breach of the terms of this Agreement (including its obligation to comply with the Program Requirements).

(C) Indemnification Conditioned. Notwithstanding the foregoing in this Section 6.05, the obligation of any party to indemnify and hold harmless any other party as an indemnified party is expressly conditioned on such indemnified party fully satisfying all of the following conditions: (i) providing the indemnifying party with prompt, written notice of any such Damages, or any claim that could result in any such Damages (provided that failure to provide notice will not relieve an indemnifying party of its obligations under this Section 6.05 except to the extent the indemnifying party is prejudiced by such failure) and (ii) cooperating fully with the indemnifying party and its legal representatives in the investigation and defense of any and all such claims. The indemnified party shall have the right to employ separate counsel at its own expense to participate in the defense of any action with respect to which such party is indemnified. The indemnifying party shall not compromise any claim subject to indemnification if such compromise requires anything other than the payment of money, without the prior written consent of the indemnified party.

(D) Liability Limited. Notwithstanding the foregoing in this Section 6.05, in no event shall any party be liable for any special, consequential, exemplary or punitive damages with respect to any matter whatsoever arising out of this Agreement; provided that the foregoing shall not relieve any party of its obligation to indemnify another party against any such damages awarded to a third party.

Section 6.06 Insurance

The Servicer will, at all times during the term of this Agreement and at its own expense, cause to be carried and maintain in full force and effect insurance in such amounts and with such terms as follow:

- (i) comprehensive general liability with limits not less than \$1 million per occurrence and \$2 million annual aggregate, with coverages to include contractual liability, personal injury and advertising injury;
- (ii) statutorily required worker's compensation;
- (iii) employer's liability of \$1 million per employee/occurrence;
- (iv) crime liability of \$500,000 per occurrence; and

(v) umbrella liability with limits not less than \$3 million per occurrence and aggregate.

The Servicer will provide certificates of insurance to the Client and ITT evidencing compliance with the above requirements at the time of execution of this Agreement and, upon request, on an annual basis thereafter as the policies renew or expire.

Section 6.07 Governing Law

This Agreement shall be interpreted under and governed by the laws of the State of Delaware, without regard to conflict-of-laws rules.

Section 6.08 Notices

Notices, requests or demands which may or are required to be given by any party hereunder shall be in writing or by e-mail and shall be deemed to have been properly given upon actual receipt or (i) seventy-two (72) hours after being sent by certified mail, return receipt requested, (ii) forty-eight (48) hours after being sent by national overnight courier, or (iii) upon receipt by the sender of electronic or oral confirmation of receipt of an e-mail message by the intended recipient.

All such notices and other items required to be delivered hereunder shall be addressed as follows:

If intended for the Client:

Student CU Connect CUSO, LLC
8575 West 110th Street, Suite 220
Overland Park, KS 66210
Attention: Program Administrator
Telephone: (913) 890-8020
Facsimile: (913) 322-3770
Email: scuc@rochdalegroup.com

If intended for the Servicer:

First Associates Loan Servicing, LLC
15373 Avenue of Science, Suite 300
San Diego, CA 92128
Attention: Executive Vice President
Telephone: (858) 999-3064
Facsimile: (858) 999-3064
Email: lchiavaro@1stassociates.com

Any party may change the address to which communications to it are to be sent by notice to the other parties given as aforesaid.

Section 6.09 Severability

Any provision of this Agreement which is prohibited, unenforceable or not authorized in any jurisdiction shall, as to such jurisdiction, be ineffective to the extent of such prohibition, unenforceability or lack of authorization without invalidating the remaining provisions hereof or affecting the validity, enforceability or legality of such provision in any other jurisdiction.

Section 6.10 Survival

All covenants, agreements, representations, warranties and indemnities contained in this Agreement shall survive the termination of this Agreement as covenants, agreements, representations, warranties and indemnities for any occurrence or failure occurring during the term of this Agreement.

Section 6.11 Waiver of Rights

No failure by any party to exercise, or any delay in exercising, and no course of dealing with respect to any right of such party or any obligation of any other party under this Agreement shall operate as a waiver thereof, unless, and only to the extent, agreed to in writing by such party. Any single or partial exercise by any party of its rights shall not preclude such party from any other or further exercise of such right or the exercise of any other right. Any single or partial waiver by any party of any obligation of any other party under this Agreement shall constitute a waiver of such obligation only as specified in such waiver and shall not constitute a waiver of any other obligation.

Section 6.12 Cumulative Remedies

No remedy by the terms of this Agreement conferred upon or reserved to the Servicer or the Client is intended to be exclusive of any other remedy, but each and every such remedy shall be cumulative and in addition to every other remedy given under this Agreement or existing at law or in equity or by statute on or after the date of this Agreement including, without limitation, the right to such equitable relief by way of injunction, to prevent the breach or threatened breach of any of the provisions of this Agreement or to enforce the performance hereof.

Section 6.13 Arbitration

Should any dispute develop between the parties arising under or in connection with this Agreement, or relating to the breach hereof or a claim for damages or losses relating hereto, the parties shall make a good faith effort to negotiate a mutually acceptable resolution of the dispute. Any such dispute that the parties are unable to resolve pursuant to the preceding sentence shall be resolved through arbitration by three (3) neutral arbitrators selected under the rules of the American Arbitration Association, and the arbitration shall be conducted in San Diego, California, in accordance with the procedure set forth below, and otherwise under the rules of said Association.

Within thirty (30) days of service and filing of a notice of a demand for arbitration, the claimant shall produce to the respondent all documents in the claimant's possession that are relevant to the dispute. The claimant shall serve and file a written statement explaining its claim within forty-five (45) days of the notice for arbitration; the respondent shall respond, and shall produce to the claimant all documents in the respondent's possession that are relevant to the dispute, within thirty (30) days thereafter; and the claimant may reply within fifteen (15) days of the response. After this period of limited discovery, a hearing before the arbitrators will occur. The arbitrators shall give written notice to the parties stating their determination and shall furnish to each party a signed copy of such determination. The determination of the arbitrators shall be conclusive and binding upon the parties and judgment upon the same may be entered in any court having jurisdiction thereof.

The expenses of arbitration shall be borne equally by the parties thereto, or as the arbitrators shall otherwise determine, and the arbitrators shall have the authority to award costs to the prevailing party.

Section 6.14 Headings

The Article and Section headings contained in this Agreement are for convenience only and shall not be deemed part of this Agreement.

Section 6.15 Execution in Counterparts

This Agreement may be executed in one or more counterparts, each of which shall be deemed an original and all of which shall be deemed to constitute but one and the same instrument.

Section 6.16 Certain Activities in U.S. Only

The Servicer will perform all Services hereunder that involve communications with a Borrower or a School from locations in, and by employees or agents located in, the United States, except in the case of Services with respect to a Borrower whose residence is located outside the United States.

Section 6.17 Third Party Beneficiary

ITT is an express, designated third-party beneficiary of this Agreement, with full power to enforce the terms hereof as if it were an original party hereto with the same rights hereunder as those of the Servicer and the Client. This Agreement may not be amended, modified, terminated or assigned without ITT's prior written consent, which shall not be unreasonably withheld.

[The remainder of this page is intentionally left blank.]

IN WITNESS WHEREOF, the Servicer and the Client have executed this Agreement as of the date and year first above written.

FIRST ASSOCIATES LOAN SERVICING, LLC

By: /s/ Larry Chiavaro

Larry Chiavaro
Executive Vice President

STUDENT CU CONNECT CUSO, LLC

By: /s/ Dan Kampen

Dan Kampen
Program Administrator

SCHEDULE A
FEE SCHEDULE

(A) Basic Servicing Fees:

<u>Monthly Charge per Serviced Loan In:</u>	<u>Amount of Charge</u>
Interim Period	\$ 2.25
Deferment Period	\$ 2.25
Forbearance Period	\$ 2.25
Grace Period	\$ 4.00
Repayment Period Current	\$ 8.00
Repayment Period from 1 through 30 days delinquent	\$ 7.00
Repayment Period from 31 through 60 days delinquent	\$ 6.00
Repayment Period from 61 through 90 days delinquent	\$ 5.00
Repayment Period from 91 through 120 days delinquent	\$ 5.00
Repayment Period from 121 through 150 days delinquent	\$ 5.00
Repayment Period from 151 through 180 days delinquent	\$ 5.00

(B) The Servicer shall transmit all late charges received from the Borrowers to the Client. The Client shall pay to the Servicer a "Monthly Late Charge Fee" in an amount equal to the aggregate amount of late charges transmitted to the Client by the Servicer in the preceding month. The Servicer will be entitled to retain any forbearance processing fees and returned payment (NSF, stop payment, etc.) charges assessed against and collected from Borrowers.

(C) The Servicer shall be reimbursed for the following out-of-pocket expenses:

(1) mailing costs at \$0.25 per letter plus postage, with a maximum of two letters per month for Serviced Loans in Repayment and one letter per month for Serviced Loans in the Grace Period;

(2) messaging costs on Serviced Loans in the Grace Period or in Repayment, with a maximum total cost of \$3,500 per month; and

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(3) skip tracing costs on Serviced Loans, with a maximum total cost of \$6,000 per month. A full portfolio skip trace will be completed at the deconversion of loans from XES as described in Section 2.11 hereof, but will be covered by the conversion fee described below in Paragraph H of this Schedule A.

(D) Defaulted Loans will be disposed of or managed as directed by the Client pursuant to Section 5.03 of this Agreement and will not be subject to any per loan charge or compensation other than that provided for in Section 5.03 of this Agreement.

(E) Additional activities, including development of additional reports, may be provided and billed as agreed upon between the parties.

(F) A mutually agreed bonus compensation structure for the Servicer will be determined within three months of the Effective Date in writing by the Servicer and the Client, with the prior consent of ITT.

(G) Deconversion fees. If this Agreement is terminated by the Servicer as provided in Section 5.02(C) hereof, the Client will pay to the Servicer a deconversion fee of \$25 per Borrower with respect to the Serviced Loans for which Deconversion Services are provided.

(H) Conversion fees. There will be a client set-up and portfolio conversion fee (one-time fee) of \$30,000 in connection with the deconversion of Student Loans from XES as described in Section 2.11(A) hereof. For all new Student Loans added after the deconversion of Student Loans from XES as described in Section 2.11(A) hereof, including Student Loans deconverted from XES as described in Section 2.11(B) hereof, there will be a new loan boarding fee of \$5.00 per loan file.

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SCHEDULE B**SERVICES**

The Servicer shall provide the following Services:

1. Receive and load electronic loan data onto the Servicer's servicing system. Create and maintain electronic files and records pertaining to the Serviced Loans.
2. Update enrollment data, including by periodic monitoring of, and receipt of data from, the clearinghouse; convert Serviced Loans to Repayment in accordance with Program Guidelines.
3. After the Interim Period for a Serviced Loan ends, (i) establish a Repayment Schedule for such Serviced Loan consistent with the Note terms, and (ii) (subject to Section 6.05(A)(4) hereof) send to the Borrower a Truth-in-Lending repayment disclosure (to the extent required by the Truth-in-Lending Act).
4. Calculate and apply origination fee (if any) and interest rate as in effect at any given time, capitalize interest on a monthly basis when applicable, and recalculate monthly payment amounts on a quarterly basis during the Repayment Period, all pursuant to the Program Guidelines.
5. Grant Forbearance Periods to Borrowers consistent with the Program Guidelines.
6. During Repayment, provide monthly billing statements to Borrowers for principal and interest due.
7. Respond to inquiries and communications from Borrowers, Schools, the Client, and ITT, and communicate with Borrowers, Schools, the Client, ITT and others to the extent necessary to appropriately provide Services. Provide telephone and internet customer service options for Borrowers.
8. Process Borrower payments on Serviced Loans promptly, and set up automatic bank account debit loan payments upon Borrower request.
9. Remit payments received (net of any reversals) on Serviced Loans to the Client (or the assignee of the Serviced Loan) on a weekly basis.
10. Prepare and send Internal Revenue Service Forms 1098 to Borrowers for which tax documentation is provided in connection with their Serviced Loans.
11. Perform collection calls and send delinquency notifications to delinquent Borrowers in accordance with the Program Guidelines.
12. Provide skip tracing activities in accordance with the Program Guidelines.

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13. Report repayment performance to credit reporting agencies in accordance with the Program Guidelines.
 14. Send annual privacy policy notices on behalf of the Client.
 15. Other services specified to be performed by the Servicer (but not the Origination Agent) in the Program Guidelines and the Statement of Work below.

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STATEMENT OF WORK

For purposes of this Statement of Work, “FA” means the Servicer. Subject to the terms of this Agreement and in addition to the Services described elsewhere in this Agreement, the Servicer shall provide the following services to the Client. The Services shall consist of the duties stated herein and referenced elsewhere in this Agreement, as they may evolve during the term of this Agreement or be supplemented, enhanced, modified or replaced in accordance with the provisions of this Agreement.

Definitions: Terms

<u>Term</u>	<u>Description</u>
Standard Electronic files to be transferred to or from FA	<ul style="list-style-type: none"> • Credit Bureau Reporting Files (Experian, Equifax, or Transunion) • Lockbox Files (retail and wholesale) • Western Union Quick Collect File • Western Union Phone Pay File • ACH File • New Loan Boarding File (Origination system file) • Data extract File • Returned Item File (if applicable) • Deboarding File
IVR	Interactive Voice Response system, which is component of the In Contact platform, a product licensed by FA.

Hours of Operation

FA’s installment loan servicing center hours of operation are: Monday through Friday 6:00 am to 5:00 pm (PST), on each Business Day.

Availability of FA’s Computer System:

Client may have access to FA’s Computer System whenever FA, at its discretion, has the Computer System up and available (which is typically during normal hours of operation). In some circumstances, FA may need to make unscheduled maintenance to the Computer System and for such an event FA will provide as much notice as commercially practical to the scheduled event. Access to FA’s systems may require Client to purchase and agree to certain license fees.

1. System Access and Support:

System Access and Support:

- FA will be responsible for support and maintenance of FA’s information security, physical security and contingency planning infrastructure for Client’s program.
- FA will provide Technical Help Desk support.
- FA will provide access to the Computer System if required.
- FA will be responsible for installation and ongoing maintenance of a telecommunication line from FA to a designated Client location (if applicable).
- FA will support and process incoming and outgoing file transfers.
- FA will be responsible for daily and month-end production cycle administration.
- FA will be responsible for installation and testing of new versions/upgrades.
- FA will support on-line viewing of system-generated Reports.

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- FA will be responsible to produce and report customer performance data to all three credit bureaus.
 - FA will be responsible for production of automated customer notices, letters and monthly billing statements.
 - FA will maintain appropriate disaster recovery and business resumption plans.

2. Product Setup and Implementation

- FA will work with Client to establish telecommunications and technical interface requirements.
- FA will provide project management resources to implement Client's program.
- FA staff will work with Client to perform the tasks necessary to implement program.
- FA will work with Client on branding requirements for notices, letters, billing statements and customer service. Notices will be in English. A quote can be provided for notices, letters and statements in languages other than English.
- FA uses California Bank & Trust (CB&T) as its standard Lockbox provider. FA will test standard CB&T lockbox file interfaces using Client's custom billing statement. Client may incur additional implementation cost and/or servicing cost when using a non-standard FA lockbox provider.
- FA will provide its standard IVR functionality. FA will customize IVR recorded messages to meet Client branding requirements.
- FA shall provide the Servicing Reports as required by [Section 2.03](#) of this Agreement. Client also can request the development of custom reports for FA to develop. FA will provide a quote for any custom report requested by Client.

3. Client Support (Account Manager)

- FA will name one or more designated account manager(s) to be Client's principal contact with FA.
- FA's designated account manager(s) will focus on Client's current and future requirements.
- FA's designated account manager(s) will assist in the development of expanded business opportunities for Client.
- FA's designated account manager(s) will obtain sign-off from Client on decisions, specifications, outputs, and results. If there are recommended changes, each party must approve the changes.
- FA's designated account manager(s) will be responsible for Client invoice issues.
- FA's designated account manager(s) will communicate on a frequent basis to review program performance and address any related questions or concerns.

4. Training

- FA shall provide as much training as necessary to Client during the program launch on all related systems (if applicable).
- Client may arrange for FA trainers to come to a Client site. FA will be reimbursed for all travel costs (as provided in this Agreement) and FA personnel at the daily rate per the contract hourly rate schedule. FA will book airfare within one business day of notice from Client to maximize airline ticket discounts.
- Training at Client facilities requires a four-week notice prior to the required training. FA will try to accommodate shorter notice if trainers are available.

5. Loan Boarding & Quality Assurance-Post Funding

- FA will enter all Loan information into their system through an electronic feed (electronic boarding) from XES and, if applicable, the originator.
- FA will receive and verify incoming new Loan files to electronic feed or transmittal report.
- FA will perform statistical quality control review of data on all new Loans electronically boarded and correct errors.
- FA will generate a Welcome Letter for each new Loan (using Client approved text).
- FA will provide Client's privacy policy, as applicable, in the Welcome Letter or first customer invoice, whichever is sent first. If Client request FA to provide an opt in/opt out program, FA will provide a quote to do so.

- FA can perform contract verification calls and welcome calls on new Loans (using Client approved script). FA can provide client a quote to provide these additional services.
- FA will incorporate all mutually agreed guidelines, as provided by either Client or FA, into the document review/edit process.

6. Customer Service

- FA will establish a Client US toll-free customer service number.
- FA will have agents available to respond to borrower questions during our normal business hours.
- If Client or Client's designee is performing collection services, FA will establish a mechanism to automatically transfer all calls from delinquent Obligor to Client or Client's designee.
- FA will establish a designated Client IVR service. FA's standard IVR service is in English. FA can provide a quote for IVR messaging in Spanish.
- FA will provide Client's borrowers access to FA's IVR for balance inquiries, general payment information, statement requests and pay-by-phone options.
- FA will process customer correspondence received from borrowers regarding their Loan Accounts.
- FA will process and produce requests for new billing statements.
- FA will process name and address changes received by FA.
- FA will provide Loan payoff quotes.
- FA will research and resolve payment disputes.
- FA will process requests for auto debit payments from the borrower's account.
- FA will process return mail.
- FA will provide Client's privacy policy to all obligors on an annual basis and at such other times as FA is directed by Client.
- If applicable, FA will provide an opt in/opt out telephone number to track and notate customer privacy preferences. FA can provide a quote to support the option of an opt in/opt out service.
- FA will establish a designated post office box for inbound correspondence.

7. Paid Out Account Processing

- FA will identify paid-off Accounts.
- FA will verify that payoff funds remain clear.
- FA will accommodate state mandated minimum finance charges for early payoffs.
- FA will handle and resolve borrower's inquiries on status of credit balance refund. School refunds will be handled through non-cash transactions on the FA's Loan Servicing system. ITT will notify FA through an electronic transmittal of any loan refunds that need to be processed. FA will process the refunds and reflect those amounts within the monthly reports.
- FA will send credit balance amount to borrower on FA check stock.

8. Charged Off Account Processing

- FA will provide extract file of charged off Accounts on a regularly scheduled basis to third party deficiency collection agencies (if applicable).
- FA will provide research assistance, if needed, on Account payment history
- If requested, FA can provide a quote to support payment transaction services to Client on deficiency Accounts.

9. Delinquency and Collections

- FA shall create collection activity procedures and strategy in consultation with Client, with ITT's prior consent. The FA system will be utilized in performing collection activity.
- FA will perform collection activity including calling and mailing.

Collection activity functions will include but not be limited to FA's performance of the following:

<u>Delinquency Range</u>	<u>Activity Level</u>
1-30	Additional skip trace Minimum 8 contact attempts
31-60	Minimum 8 contact attempts
61+	Minimum portfolio average 6 contact attempts per month
Monitoring	Minimum 6 contact attempts per quarter

- Contact attempts may be in the form of physical or electronic correspondence, automated outbound voice messaging, predictive dialing, or agent initiated calls.
- FA will initiate skip trace activity at boarding for Loans converted in batch. FA will initiate skip tracing activities when unable to contact the borrower with existing contact information.

10. Payment Processing (Payment Processing assumes use of FA's standard lockbox provider)

ACH PAYMENTS

FA will handle payments received through automatic deduction of the customer's DDA account and will perform the following:

- Originate payment file for borrowers who authorize a direct debit to their bank account
- Post payment to borrower's Loan
- Resolve any payment rejects
- Provide ACH form to borrower on request for auto debit
- Input and maintain ACH debit information for borrowers

CREDIT CARD PAYMENTS

FA will handle payments received through automatic deduction of the customer's account and will perform the following:

- Originate payment file for borrowers who authorize a direct billing to their credit card
- Post payment to borrower's Loan
- Resolve any payment rejects
- Provide form to borrower on request for credit card billing
- Input and maintain credit card information for borrowers

LOCKBOX PAYMENTS

FA will handle payments received by the lockbox and will perform the following:

- Establish a separate Client owned lockbox for Client accounts
- Receive and process a lockbox file each business day (including Saturday, if volume dictates)
- Reconcile any payment rejects posted by the Lockbox Processor

WESTERN UNION PAYMENTS

FA will handle Western Union payments in the following manner:

- Establish a separate Western Union code city for Client
- EDI will be received daily, Monday through Saturday, to post payments transmitted
- Any payment application rejects from EDI will be processed next business day

PAYMENTS RECEIVED VIA STREET ADDRESS

FA will handle payments received at our San Diego, CA location in the following manner:

- Process regular/irregular Loan payments
- Identify and process rejected Loan payments
- Clear Suspense/Exception items

BANK RETURN ITEMS

FA will handle return items in the following manner:

- Process return items daily as received in an electronic feed from depository financial institution
- Provide instruction to lockbox bank to process return items twice, upon Client instructions
- Institution account number will be verified for each return item

PAYMENT RESEARCH

FA will handle payment research in the following manner:

- Perform payment research
- Log information onto the research tracking system
- Assign research items to members of the research staff
- Investigate and resolve research items
- Provide research reporting

If the Servicer develops other payment processes or channels and makes such processes or channels available to its other clients, the Servicer shall also make them available to the Client.

11. Daily System Reconciliation

- FA will perform a daily reconciliation of loan activity to cash receipts and provide Client with a daily report of all credit card or ACH payments received by FA.
- All payments received by FA will be forwarded to Client on a weekly basis via ACH or wire transfer.
- FA will document and track rejected payment transactions
- FA will document and track payment exception items.
- FA will maintain and age exception items in an exception database.
- FA will monitor and report aged suspense items.
- FA will reconcile open and cleared adjustment items and monitor open items listing.

12. Accounting/Reporting

- FA will conduct monthly reconciliation of bank accounts.
- FA will confirm funds transfer and remittance to accounts designated by Client.
- FA shall provide the Servicing Reports as required by Section 2.03 of this Agreement at no charge. Client also can request the development of custom reports for FA to develop. FA will provide a quote for any custom report requested by Client if not otherwise required by Section 2.03 of this Agreement.
- FA will make available to Client its standard system reports in electronic form. Standard system reports shall be provided to Client at no charge. Additional FA developed reports requested by Client and not otherwise required by Section 2.03 of this Agreement shall be charged to Client on a time plus materials basis.

SCHEDULE C

REPORTS

Item	Report Name	Report Description	Dissemination Method	Frequency
1	Servicing Extract (similar to "Ad Hoc-aka...FA Month-End CUSO file")	This report is a data snapshot of all Serviced Loans and Defaulted Loans at the individual loan level serviced by the Servicer, and will be in a format mutually agreed upon by the Servicer and the Client.	box.com or equivalent	Monthly (or upon request)
2	Collections Detail Loan Report	This Report lists loans in a delinquent status grouped by the different delinquency buckets (30 days, 60 days, 90 days, etc.).	box.com or equivalent	Monthly
3	Activity Detail File-Cash	An activity file at the individual loan level for all cash activity that includes late charges, payments, interest, reversals, disbursements, capitalized interest adjustments, servicer adjustments, adjustments to prior periods and any other monetary activity that affects the balance of the loan. Report should include subtotal by pool, by date, totals by category, borrower name /SSN, activity description and dollar amounts.	box.com or equivalent	Monthly
4	Balance File	A daily balance loan level file that includes the outstanding principal / refund, interest, and fee(s) balance at the end of each day.	box.com or equivalent	Monthly
5	Servicer Characteristics Report	Maturity analysis report that shows the number of loans, number of Borrowers, weighted interest rate and total unpaid principal by pool and within pool by categories of: - Interim Period - Deferment Period - Forbearance Period - Grace Period - Repayment Period Current - Repayment Period 1>30 days delinquent - Repayment Period 31 through 60 days delinquent - Repayment Period 61 through 90 days delinquent - Repayment Period 91 through 120 days delinquent - Repayment Period 121 through 150 days delinquent - Repayment Period 151 through 180 days delinquent Also includes comparison of anticipated terms of simple average vs weighted average per the categories listed above.	box.com or equivalent	Monthly

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Item	Report Name	Report Description	Dissemination Method	Frequency
6	Cash/Non-Cash Reconciliation Report	Rolling summary of cash and non-cash transactions for the period. Should include outstanding principal, accrued interest and late charges related to cash and non-cash activity in categories such as new activity, cash collections, Client advices and Servicer generated adjustments. Report will be in mutually agreed format.	box.com or equivalent	Monthly (or upon request)
7	Non-cash Detail Report	Reports at loan level all non-cash activity for the month such as refunds (payment advices for partial, full and school refunds), claim payments and reversals. Report should include subtotal by pool, by date, totals by category, contains borrower name/SSN, effective date, transition type and dollar amounts by PBO added/(removed) and interest/late charges added (removed.)	box.com or equivalent	Monthly
8	Claims Processing Report	Reports on every loan that is charged-off from the Servicer database. Reports are submitted to Client on an individual borrower basis. One report includes claim borrower Account history (BHAR) outlining all activity related to the borrower/loan.	box.com or equivalent	Monthly
9	Billing Invoices	Invoice summary showing number of items, costs billed with dollar totals due to servicer. Should be able to support invoice numbers with details of activity if requested.	box.com or equivalent	Monthly

In addition to the delivery of the Servicing Reports at the times indicated in the above table, the Servicer also shall deliver, upon the request of the Client, any or all of the Servicing Reports at any time and from time to time during the period from the Effective Date through the thirtieth day following the deconversion of Student Loans from XES as provided in [Section 2.11](#) of this Agreement.

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SCHEDULE D**DECONVERSION SERVICES**

Upon the occurrence of any event triggering Deconversion Services under the terms of this Agreement, the Servicer shall provide reasonable cooperation and assistance in transferring, to the entity designated by the Client, those records and documents maintained by the Servicer in connection with the provision of Services with respect to the Serviced Loans being deconverted (or reports with respect thereto); provided that the Servicer shall not be obligated to forward any record or document in which it asserts proprietary rights or which relates to loans other than the Serviced Loans being deconverted. All records and documents shall be transferred in such medium as may be required under any applicable Program Requirements and not inconsistent with the Servicer's private student loan servicing guidelines and all reports shall be in such detail as may be required under any applicable Program Requirements and not inconsistent with the Servicer's private student loan servicing guidelines.

The Servicer shall use commercially reasonable efforts to provide records that are transferable in an electronic form maintained by the Servicer within 90 days after the triggering date and to provide paper records within a reasonable time (not to exceed 180 days) after the triggering date.

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SCHEDULE E
PROGRAM GUIDELINES

Unless otherwise indicated in this Schedule E or in the definition of Program Requirements, the Servicer shall comply with all the terms in this Schedule E and will be responsible for implementing and effecting all the provisions of this Schedule E.

Program Borrowing Limits¹

The minimum and maximum amounts that may be borrowed under this Loan Program, on a per borrower basis, are as follows:

Minimum Loan Amount:	\$1,000 (or any other higher minimum loan amount as applicable by state law)
Annual Maximum Loan Limit:	Cost of Education less other financial aid
Aggregate Private Student Loan Program Limits:	
	Associate degree programs: \$35,000
	Bachelors degree programs: \$60,000
	*Resulting in maximum undergraduate (Associate and Bachelors combined): \$60,000
	Graduate degree programs: \$25,000
	*Resulting in maximum total of all combined: \$85,000

Repayment Terms

During the Repayment Period, the minimum monthly principal and interest payment amount will be \$50.00 per Account per month or the unpaid balance, whichever is less.

1) Deferral Period

While a student is enrolled at an ITT Technical Institute, repayment of principal and interest will be deferred until the circumstances described in the "Repayment Begins" section below occur. During the deferral period, the borrower will be sent quarterly statements providing him or her the opportunity to make interest payments. During the deferral period, the borrower can also make principal payments at any time without penalty.

2) Repayment Begins

Repayment of principal and interest on each loan will begin six (6) months after the student graduates, unless the student enrolls in another program at ITT Technical Institute and begins taking courses. For students who do not maintain at least four (4) credit hours in a given quarter for any reason other than graduation, repayment of principal and interest will begin three (3) months after their last day of attendance unless the student re-enrolls in an ITT Technical Institute and begins to take at least four (4) credit hours.

¹ Servicer not responsible for implementing and effecting Program Borrowing Limits.

Repayment of principal and interest on each loan will begin, if not already begun pursuant to the terms of the preceding paragraph, on the first day following the seventh (7th) year anniversary of the date of the first disbursement on the loan.

3) Repayment Duration

The term of each loan will be ten (10) years from the date the repayment period begins, exclusive of any deferment or forbearance periods.

4) Prepayment

The borrower may prepay all or a portion of the loan at any time without penalty.

5) Late Charges

Borrowers will be assessed a late charge if they fail to make any part of an installment payment within 15 after it becomes due. The late charge fee will be the lesser of \$10.00 or 5% of the installment.

Program Eligibility, Credit Requirements, and Loan Terms²

1) Eligible Borrower

The borrower must satisfy all of (a)-(d) below:

a) Be admitted to, or have graduated from, an ITT Technical Institute undergraduate or graduate program of study.

b) Be a U.S. Citizen or National, or a Permanent Resident.

AND

If there is a Co-signer, the Co-signer must be a U.S. Citizen or National, or a Permanent Resident.

c) Meet all credit requirements specified below in Section 3.

OR

Have a credit-worthy co-signer who meets all credit requirements specified below in Section 3.

d) Be the age of majority, as determined by individual state requirements for the primary borrower's permanent residence, at the time of the loan application.

2) Eligible Loan Periods

Current and Future Borrowers can apply for a loan relating to an academic year that begins within twelve (12) months after the loan application date. The first disbursement for a subsequent academic year must also occur within twelve (12) months after the loan application date.

Past Enrollment Borrowers may borrow funds for previous academic periods during which they were enrolled as long as such borrower has either graduated or is enrolled in an ITT Technical Institute on the loan application date.

² Servicer not responsible for implementing and effecting Requirements listed under Eligible Borrower, Eligible Loan Periods, and Credit Requirements.

3) Credit Requirements

To qualify for a loan, an eligible borrower must satisfy all of the following credit requirements:

- a) No filed bankruptcy, discharged bankruptcy or foreclosure within the twenty-four (24) months immediately preceding the loan application date.
- b) No judgments, charge offs, collections, liens, or repossessions in an aggregate amount of more than five hundred dollars (\$500) within the twenty-four (24) months immediately preceding the loan application date.
- c) No mortgage, student loans, or other installment loans that are currently 90 days or more past due.
- d) No record of a student loan default, unless the default has been paid in full.
- e) Less than three (3) derogatory credit indications on the borrower's credit report. A derogatory credit indication is defined as a balance of at least five hundred dollars (\$500) that is past due at least ninety (90) days.
- f) A borrower who fails to qualify on his or her own for a loan may be eligible with an eligible co-signer who satisfies all of the credit requirements and who has a credit score of at least 680.

At such time, if any, that the origination vendor of the loans can support it in an automated format, the foregoing (a) and (d) credit requirements will be modified to read instead as follows:

- a) No filed bankruptcy, discharged bankruptcy or foreclosure within the twenty-four (24) months immediately preceding the loan application date unless the borrower has agreed to payment arrangements and made prompt payments for at least the last consecutive 18 months.
- d) No record of a student loan default, unless the default has been paid in full, or the borrower is making satisfactory progress in repaying the loan. Satisfactory progress is defined as: at least twelve (12) consecutive payments made; Account is current; repayment history has no gaps; and the IRS Tax Offset Program was not used to pay default.

Notwithstanding the foregoing, a borrower who is otherwise eligible under all of the other provisions of these loan criteria does not need to satisfy all of the foregoing (a) through (f) credit requirements to qualify for a loan if such borrower: (i) received the open account credit provided by ITT Technical Institute (known as its "Temporary Credit" program); (ii) has graduated or is enrolled in any academic quarter other than the first academic quarter of such borrower's first academic year on the loan application date; and (iii) has not declared bankruptcy within the twenty-four (24) months immediately preceding the loan application date.

4) Interest Rate and Origination Fee

The eligible borrower's FICO Score will determine the interest rate and fee charged on the loan as follows:

<u>Tier</u>	<u>FICO Score</u>	<u>Interest Rate Range</u>	<u>Origination Fee*</u>
1	790+	Prime +0.5% to 2.5%	N/A
2	720-789	Prime +1.5% to 3.5%	2%
3	680-719	Prime +4.0% to 6.0%	3%
4	650-679	Prime +6.0% to 8.0%	5%
5	600-649	Prime +7.0% to 9.0%	7%
6	No credit score	Prime +8.0% to 10.5%	8%
7	599 and below	Prime +10.5% to 13.0%	10%

* Origination fee calculated as a percent of loan amount

Eligible borrowers with an Experian-Fair Isaac Score Code of 9002 or 9003 will be priced as if part of Tier 6 ("No Credit Score").

The origination fee will be credited in full to the borrower if an entire disbursement is refunded within 60 days of the disbursement date.

Notwithstanding the rates and fees set forth in the table above, the annual percentage rate, including the capitalized origination fee, on any loan will not exceed eighteen percent (18%) over the term of the loan, or such other limit under applicable law that may be in effect from time to time.

5) Deferment

a) In School

Principal and interest payments on a loan may be deferred by the borrower during the period that the student is enrolled in an undergraduate or graduate program at an ITT Technical Institute and is taking at least four (4) credit hours. Upon graduation, the student may defer payment of the loan principal and interest for an additional six (6) months ("grace period"). If the student enrolls in another program at an ITT Technical Institute and begins taking courses before or after the end of such six (6) months, the deferral will continue or begin again, as applicable, until such time as repayment is to begin under the terms of these loan criteria. Students whose enrollment terminates prior to graduation, or who are taking less than four (4) credit hours, will have a three (3) month grace period before principal and interest payments begin. If the student re-enrolls in an ITT Technical Institute and begins to take at least four (4) credit hours before or after the end of such three (3) month period, the deferral will continue or begin again, as applicable, until such time as repayment is to begin under the terms of these loan criteria. Borrowers will receive quarterly statements while enrolled.

b) Military

A military deferment will be available for a period during which a borrower is serving on active duty during a war or other military operation or national emergency, or performing qualifying National Guard duty during a war or other military operation or national emergency ("Qualifying Duty"). A borrower who is a member of the National Guard or other reserve component of the U.S. Armed Forces (current or retired) and who begins serving Qualifying Duty while enrolled at ITT Technical Institute, or within six (6) months after having been enrolled, is eligible to defer paying any principal or interest on a loan during the Qualifying Duty service and during the 13 months following the conclusion of the Qualifying Duty service, or until the date that the borrower returns to an enrolled student status at ITT Technical Institute, whichever is earlier.

6) Forbearance

A borrower may request a forbearance of the payment of principal and interest on a loan, which Student CU Connect CUSO will grant in its sole discretion. Any single forbearance in the payment of a loan may not exceed three (3) months, and all forbearances granted with respect to a loan may not, in aggregate, exceed twelve (12) months over the life of the loan. If the borrower is delinquent at the time a forbearance is granted, all past due interest on the loan will be capitalized.

7) Interest Rate

Interest will accrue at a variable rate (based on the borrower's FICO score, see "Interest Rate and Origination Fee" above), beginning on the date that any portion of the loan is disbursed, on the outstanding principal balance, including any capitalized interest and origination fees. The variable rate may change monthly on the first day of each month based on the Prime Rate as of the third to last business day of the immediately preceding month. The Prime Rate is defined as the highest U.S. Prime Rate published in *The Wall Street Journal* "Money Rates" section. The Servicer shall calculate the rate change each month.

The applicable interest rate will be rounded to the nearest one-eighth of one percent (0.125%). In the event of a change in the Prime Rate, monthly payments will be calculated based on the then current principal balance, the remaining term of the loan, and the then current interest rate, based on a 365.25-day calendar year and will not vary in leap years.

Notwithstanding any other provisions herein, at no time will the applicable interest rate, inclusive of the capitalized origination fee, be such that the annual percentage rate on any loan exceeds eighteen percent (18%), or such other limit under applicable law as in effect from time to time.

8) Co-Signer Eligibility

To be eligible to co-sign a loan, a co-signer must have a FICO score of at least 680 and satisfy other criteria specified above in Sections 1 (other than 1(a)) and 3. Loans with an eligible co-signer will be charged interest and fees at the Tier 4 level in Section 4 above.

9) Default & Charge-Off

A loan will be in reportable default if any principal or interest payment under the loan is sixty (60) days past due.

A loan will be charged off if payments under the loan are due and not received for a period of one hundred and eighty (180) days.

SCHEDULE F

TERMINATION CRITERIA

This Agreement may be terminated pursuant to Section 5.02(D) as follows:

If the Actual Cumulative Default Ratio on the portfolio exceeds 35%, as measured at each month-end, the Servicer must submit to the Client and ITT an action plan setting forth in reasonable detail the steps that the Servicer intends to take to improve the repayment performance of all the Serviced Loans for the Client. If the Actual Cumulative Default Ratio on the portfolio remains above 35% for a period of ninety (90) days, as measured at each month-end, the notice of termination may be provided.

Definitions:

Actual Cumulative Default Ratio = Cumulative Defaults / All Serviced Loans (excluding (1) Serviced Loans that are in Interim Period, Deferment Period, Forbearance Period, or Grace Period and (2) Serviced Loans that are Defaulted Loans) + all Defaulted Loans

Cumulative Defaults = Total Principal Balance of Loans that become a Defaulted Loan beginning three months after the Servicer begins servicing the portfolio

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SCHEDULE G

SERVICER HOLIDAYS

2012

New Year's Day
Martin Luther King, Jr. Day
Presidents' Day
Memorial Day
Fourth of July
Labor Day
Thanksgiving Day
Day after Thanksgiving
Christmas Day

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SCHEDULE H

DECONVERSION AND TRANSFER SCHEDULE FROM XES' SERVICING SYSTEM

<i>Item</i>	<i>Description</i>	<i>Delivery Date</i>
Ad hoc files	Delivery of "ad hoc files" for all borrowers maintained on XES' system as of June 8, 2012 for all Accounts other than those relating to the Additional Disbursement Loans, and as of June 30, 2012 for all Accounts relating to the Additional Disbursement Loans.	June 9, 2012 for all loans/disbursements, including those partially disbursed; July 1, 2012 for all disbursements made after the June 8, 2012 initial deconversion
Borrower History and Transaction Activity	All Borrower History and Transaction Activity maintained on the XES system as of June 8, 2012 for all Accounts other than those relating to the Additional Disbursement Loans, and as of June 30, 2012 for all Accounts relating to the Additional Disbursement Loans. Such information to be delivered in a RPT-formatted file.	Within 2 business days following deconversion (June 12, 2012) for all Accounts other than those relating to the Additional Disbursement Loans; July 1, 2012 for all Accounts relating to the Additional Disbursement Loans
IntID Query	Provide a query file that matches IntID, SSN and name at the borrower level. (A sample name from a past file is: Qty_AW_ITT_PrevBorrFlg_Appvd_20111011024402.) Two files will be delivered, one providing such information for all loans/borrowers since program inception through current, the other providing such data for loans disbursed between April 1, 2012 and Effective Date.	XES will provide a Life to Date query file that matches IntID, SSN and name at the borrower level. This query will cover the time from origination up to the deconversion date of June 8, 2012 with a delivery date of June 9, 2012. A supplemental query will be run as of June 30, 2012, which will capture the time period from June 8 th through June 30 th with a delivery date of July 2, 2012.
Asset documents	For any borrowers for which Client determines it does not have all asset documents (promissory notes, electronic signature logs, disclosures, etc), XES to provide such.	Within 15 business days of XES receipt of list from Client for all Accounts other than those relating to the Additional Disbursement Loans, and within 15 business days of XES receipt of list from Client for all Accounts relating to the Additional Disbursement Loans
All Standard XES Servicing Reports	Copies of the daily XES Servicing Reports (specifically those entitled <i>CF051R1 Cash/non-cash Reconciliation Report</i> and <i>CF011 Monthly 035/045 Transaction Detail</i>) as of June 8, 2012 for all Accounts other than those relating to the Additional Disbursement Loans, and as of June 30, 2012 for all Accounts relating to the Additional Disbursement Loans.	June 9, 2012 for all Accounts other than those relating to the Additional Disbursement Loans; July 1, 2012 for all Accounts relating to the Additional Disbursement Loans

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<i>Item</i>	<i>Description</i>	<i>Delivery Date</i>
Accounts with active ACH	If not provided explicitly in one of the files noted above, a CSV- or XML-formatted file listing all borrowers with active auto-ACH instructions in the file format provided to the Client on April 25, 2012.	June 10, 2012 for all Accounts other than those relating to the Additional Disbursement Loans; July 1, 2012 for all Accounts relating to the Additional Disbursement Loans
Return mail	All mail returned to XES as undeliverable for subject borrowers. Return mail would include such mail not yet processed as of June 8, 2012 for all Accounts other than those relating to the Additional Disbursement Loans, and as of June 30, 2012 for all Accounts relating to the Additional Disbursement Loans, and subsequent return mail received. XES will redact any information on such mail pertaining to a loan other than the Client's loans (e.g., borrower with an FFEL loan being serviced by XES on a combined statement).	Each business day subsequent to the deconversion for which return mail is received Up through 30 days following last deconversion
Daily activity log	Log of all borrower activity (e.g., payments, inquiries, etc) to be delivered in the format previously provided to the Client.	Each business day subsequent to the deconversion for which activity is transacted for borrowers up through 60 days from last deconversion
Joint hello/goodbye letter	In association with successor servicer, review and approve delivery of a "hello/goodbye" letter to be delivered by successor servicer to all borrowers. Letter will include logos for both companies, and will serve to inform borrowers of the change in servicer of their accounts. XES and successor servicer will jointly approve verbiage in such letter, with successor servicer responsible for letter delivery.	Review/approval prior to deconversion
Domains and dedicated phone numbers	Deconversion (including access IDs, passwords, etc) of all domains, email addresses and phone numbers dedicated exclusively to the Client loan program.	July 2, 2012

H-2

Subsidiaries

The following table sets forth, as of December 31, 2013, the information on our subsidiaries that is required to be reported under Item 601 of the SEC's Regulation S-K.

<u>Name</u>	<u>State of Incorporation or Organization</u>	<u>Name Under Which Business is Conducted</u>
ESI Service Corp.	Delaware	ESI Service Corp.
ESI Maryland Corp.	Maryland	ITT Technical Institute
Daniel Webster College, Inc.	Indiana	Daniel Webster College
Cable Holdings, LLC	Minnesota	Benchmark Learning

Consent of Independent Registered Public Accounting Firm

We hereby consent to the incorporation by reference in the Registration Statements on Form S-8 (No.'s 333-38883, 333-55903, 333-56493, 333-73280, 333-84871, 333-133915 and 333-188435) of ITT Educational Services, Inc. of our report dated October 15, 2014 relating to the financial statements, financial statement schedule and the effectiveness of internal control over financial reporting, which appears in this Form 10-K.

/s/ PricewaterhouseCoopers LLP

PricewaterhouseCoopers LLP
Indianapolis, Indiana
October 15, 2014

**CERTIFICATION PURSUANT TO
RULE 13a-14(a)/15d-14(a) OF THE
SECURITIES EXCHANGE ACT OF 1934**

I, Kevin M. Modany, certify that:

1. I have reviewed this annual report on Form 10-K of ITT Educational Services, Inc.;
2. Based on my knowledge, this report does not contain any untrue statement of a material fact or omit to state a material fact necessary to make the statements made, in light of the circumstances under which such statements were made, not misleading with respect to the period covered by this report;
3. Based on my knowledge, the financial statements, and other financial information included in this report, fairly present in all material respects the financial condition, results of operations and cash flows of the registrant as of, and for, the periods presented in this report;
4. The registrant's other certifying officer(s) and I are responsible for establishing and maintaining disclosure controls and procedures (as defined in Exchange Act Rules 13a-15(e) and 15d-15(e)) and internal control over financial reporting (as defined in Exchange Act Rules 13a-15(f) and 15d-15(f)) for the registrant and have:
 - a) Designed such disclosure controls and procedures, or caused such disclosure controls and procedures to be designed under our supervision, to ensure that material information relating to the registrant, including its consolidated subsidiaries, is made known to us by others within those entities, particularly during the period in which this report is being prepared;
 - b) Designed such internal control over financial reporting, or caused such internal control over financial reporting to be designed under our supervision, to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles;
 - c) Evaluated the effectiveness of the registrant's disclosure controls and procedures and presented in this report our conclusions about the effectiveness of the disclosure controls and procedures, as of the end of the period covered by this report based on such evaluation; and
 - d) Disclosed in this report any change in the registrant's internal control over financial reporting that occurred during the registrant's most recent fiscal quarter (the registrant's fourth fiscal quarter in the case of an annual report) that has materially affected, or is reasonably likely to materially affect, the registrant's internal control over financial reporting; and
5. The registrant's other certifying officer(s) and I have disclosed, based on our most recent evaluation of internal control over financial reporting, to the registrant's auditors and the audit committee of the registrant's board of directors (or persons performing the equivalent functions):
 - a) All significant deficiencies and material weaknesses in the design or operation of internal control over financial reporting which are reasonably likely to adversely affect the registrant's ability to record, process, summarize and report financial information; and
 - b) Any fraud, whether or not material, that involves management or other employees who have a significant role in the registrant's internal control over financial reporting.

Date: October 15, 2014

/s/ Kevin M. Modany
Chief Executive Officer

**CERTIFICATION PURSUANT TO
RULE 13a-14(a)/15d-14(a) OF THE
SECURITIES EXCHANGE ACT OF 1934**

I, Daniel M. Fitzpatrick, certify that:

1. I have reviewed this annual report on Form 10-K of ITT Educational Services, Inc.;
2. Based on my knowledge, this report does not contain any untrue statement of a material fact or omit to state a material fact necessary to make the statements made, in light of the circumstances under which such statements were made, not misleading with respect to the period covered by this report;
3. Based on my knowledge, the financial statements, and other financial information included in this report, fairly present in all material respects the financial condition, results of operations and cash flows of the registrant as of, and for, the periods presented in this report;
4. The registrant's other certifying officer(s) and I are responsible for establishing and maintaining disclosure controls and procedures (as defined in Exchange Act Rules 13a-15(e) and 15d-15(e)) and internal control over financial reporting (as defined in Exchange Act Rules 13a-15(f) and 15d-15(f)) for the registrant and have:
 - a) Designed such disclosure controls and procedures, or caused such disclosure controls and procedures to be designed under our supervision, to ensure that material information relating to the registrant, including its consolidated subsidiaries, is made known to us by others within those entities, particularly during the period in which this report is being prepared;
 - b) Designed such internal control over financial reporting, or caused such internal control over financial reporting to be designed under our supervision, to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles;
 - c) Evaluated the effectiveness of the registrant's disclosure controls and procedures and presented in this report our conclusions about the effectiveness of the disclosure controls and procedures, as of the end of the period covered by this report based on such evaluation; and
 - d) Disclosed in this report any change in the registrant's internal control over financial reporting that occurred during the registrant's most recent fiscal quarter (the registrant's fourth fiscal quarter in the case of an annual report) that has materially affected, or is reasonably likely to materially affect, the registrant's internal control over financial reporting; and
5. The registrant's other certifying officer(s) and I have disclosed, based on our most recent evaluation of internal control over financial reporting, to the registrant's auditors and the audit committee of the registrant's board of directors (or persons performing the equivalent functions):
 - a) All significant deficiencies and material weaknesses in the design or operation of internal control over financial reporting which are reasonably likely to adversely affect the registrant's ability to record, process, summarize and report financial information; and
 - b) Any fraud, whether or not material, that involves management or other employees who have a significant role in the registrant's internal control over financial reporting.

Date: October 15, 2014

/s/ Daniel M. Fitzpatrick

Chief Financial Officer

**CERTIFICATION PURSUANT TO
18 U.S.C. SECTION 1350,
AS ADOPTED PURSUANT TO
SECTION 906 OF THE SARBANES-OXLEY ACT OF 2002**

In connection with the Annual Report of ITT Educational Services, Inc. (the "Company") on Form 10-K for the period ending December 31, 2013 as filed with the Securities and Exchange Commission (the "Report"), I, Kevin M. Modany, Chief Executive Officer of the Company, certify, pursuant to 18 U.S.C. § 1350, as adopted pursuant to § 906 of the Sarbanes-Oxley Act of 2002, that:

- (1) The Report fully complies with the requirements of section 13(a) or 15(d) of the Securities Exchange Act of 1934; and
- (2) The information contained in the Report fairly presents, in all material respects, the financial condition and results of operations of the Company.

/s/ Kevin M. Modany

Chief Executive Officer

October 15, 2014

**CERTIFICATION PURSUANT TO
18 U.S.C. SECTION 1350,
AS ADOPTED PURSUANT TO
SECTION 906 OF THE SARBANES-OXLEY ACT OF 2002**

In connection with the Annual Report of ITT Educational Services, Inc. (the "Company") on Form 10-K for the period ending December 31, 2013 as filed with the Securities and Exchange Commission (the "Report"), I, Daniel M. Fitzpatrick, Chief Financial Officer of the Company, certify, pursuant to 18 U.S.C. § 1350, as adopted pursuant to § 906 of the Sarbanes-Oxley Act of 2002, that:

- (1) The Report fully complies with the requirements of section 13(a) or 15(d) of the Securities Exchange Act of 1934; and
- (2) The information contained in the Report fairly presents, in all material respects, the financial condition and results of operations of the Company.

/s/ Daniel M. Fitzpatrick

Chief Financial Officer

October 15, 2014



**QUALITY ASSURANCE MONITORING: READINESS REPORT
ACADEMIC ASSOCIATE'S DEGREE IN CULINARY ARTS**

LE CORDON BLEU COLLEGE OF CULINARY ARTS

**360 Corporate Drive North
Tukwila, WA 98188
ACICS ID Code: 00023929**

Ms. Jennifer Sohonie, Campus Director (jsohonie@seattle.chefs.edu)
acicsinfo@seattle.chefs.edu

MAIN CAMPUS

**Le Cordon Bleu College of Culinary Arts
Austin, TX
ACICS ID Code: 00021352**

May 30, 2014

Projected Enrollment in the New Program During Its First Year of Operation: 150

Mr. Paul Lacroix Culinary Arts/Patisserie Specialist Johnson & Wales University Providence, RI
Mr. Maurice Wadlington Staff ACICS Washington, DC

750 First Street, NE, Suite 980 • Washington, DC 20002-4223 • t - 202.336.6780 • f - 202.842.2593 • www.acics.org

ACCREDITING COUNCIL FOR INDEPENDENT COLLEGES AND SCHOOLS

MISSION

- R.01 Is the mission statement appropriate for the type of new credential offered?
 Yes No

RELATIONS WITH STUDENTS

- R.02 Does the campus have appropriate admissions criteria for this program?
 Yes No
- R.03 Are there any admissions requirements unique to this program?
 Yes No

EDUCATIONAL ACTIVITIES

- R.04 Is licensure, certification or registration required to practice in the specific career field?
 Yes No (*Skip to Question R.06.*)

- R.06 Who is assigned to administer all academic programs, and what are this person's qualifications?

Ms. Jennifer Sohonie, interim director of education, is assigned to administer all academic programs. Ms. Sohonie earned an associate's degree in culinary arts from the California School of Culinary Arts, a bachelor's degree in sociology from Duke University, and a master's degree in education from the American International University. Prior to her recent promotion to campus director, Ms. Sohonie had been a chef instructor at the institution's Dallas campus. Most recently, she has served as chef instructor and the director of education. She has extensive experience, having worked in the following positions: assistant to the chief financial officer, marketing, garden manger, line cook, and chef/owner of Bistro by Jenn.

- R.07 Does this individual possess appropriate academic or experiential qualifications?
 Yes No

- R.08 Who is assigned to administer the new credential (e.g., program chair or lead instructor), and what are this person's qualifications?

Mr. Jeff Euteneier is the lead instructor for the culinary arts, and patisserie and baking programs. Mr. Euteneier earned an associate's degree from Le Cordon Bleu College of Culinary Arts in Portland, Oregon and a bachelor's degree in interdisciplinary studies from Central Washington University. Prior to his current position, Mr. Euteneire worked as a chef instructor, line cook, sous chef, lead instructor, and executive chef for eight years. To fulfill his tasks as lead instructor, Mr. Euteneier has no teaching responsibilities.

- R.09 Does this individual possess appropriate academic or experiential qualifications?
 Yes No

- R.10 Does the program administrator have sufficient authority and responsibility for the development and administration of the educational program(s)?
 Yes No

- R.11 Are the time and resources devoted to the administration of the educational program(s) sufficient?

Yes No

R.12 Is there evidence of input from students, graduates, administrators, faculty, and other interested parties in the formation and design of the new program?

Yes No

R.13 Are appropriate provisions made in the new program for individual differences among students?

Yes No

R.14 Does the curriculum evidence a well-organized sequence of appropriate subjects leading to the academic credential?

Yes No

R.15 Are the curriculum and length of the program appropriate to meet the educational and placement objectives of the program?

Yes No

R.16 Are course prerequisites appropriate?

Yes No

R.17 Is an appropriately detailed syllabus on file for each course in the program?

Yes No

R.18 If the program includes a practicum, externship, or internship, does the campus have a written and mutually signed agreement that outlines the arrangement between the campus and the practicum site, including specific learning objectives, course requirements, and evaluation criteria?

Yes No

Not Applicable (these elements are not part of the program or no student is at that point in the program)

R.19 If the program includes independent study courses, does the campus have a learning contract that outlines the course objectives and procedures unique to this form of instruction?

Yes No Not Applicable (no courses are offered via independent study)

R.20 Is credit appropriately converted in relation to total student contact hours in each class?

Yes No

R.21 Is the credential awarded by the campus in compliance with its accreditation approval and in compliance with applicable state laws?

Yes No

R.22 Are official transcripts for all credentials held on file for all instructors in the program?

Yes No

R.23 Have all foreign transcripts been translated into English and evaluated by a member of the Association of International Credential Evaluators (AICE) or the National Association of Credential Evaluation Services

(NACES) to determine the equivalency of the degree to degrees awarded by institutions in the United States?

Yes No Not Applicable (no faculty hold foreign transcripts)

R.24 What is the campus' plan to continue to provide qualified faculty to teach in the new program?

The campus plans to hire two additional chef instructors and five part time instructors to teach the general education courses. At the time of visit, the campus was also reviewing applications for two additional lead instructors.

R.25 Is there documented evidence of a systematic program of in-service training at the campus?

Yes No

R.26 Is there evidence that appropriate faculty development plans have been developed and implemented on an annual basis, including documentation to support completed activities listed on the plans?

Yes No

R.27 Is there evidence that full-time and part-time instructors in this program participate in regularly scheduled faculty meetings?

Yes No

FOR ACADEMIC ASSOCIATE'S DEGREES ONLY

R.34 Is the number of hours required to complete the program at least 60 semester hours, 90 quarter hours, or their equivalent, earned over a period of at least four semesters, six quarters, or the equivalent?

Yes No

R.35 Is there a minimum of 30 semester hours, 45 quarter hours, or their equivalent in courses within the area of concentration and a minimum of 15 semester hours, 22.5 quarter hours, or their equivalent in general education courses?

Yes No

R.36 Are all general education courses appropriate for the program and do they meet Council standards?

Yes No

R.37 Are the courses that satisfy the concentration and general education requirements identified in the catalog?

Yes No

R.38 Does the curriculum quantitatively and qualitatively approximate the standards at other collegiate institutions offering the same degree?

Yes No

R.39 Is there evidence that curricular offerings require the appropriate use of library resources?

Yes No

LIBRARY, INSTRUCTIONAL RESOURCES, AND TECHNOLOGY

FOR OCCUPATIONAL ASSOCIATES, ACADEMIC ASSOCIATE'S, BACHELOR'S, MASTER'S, AND DOCTORAL DEGREES ONLY

R.62 Is the campus' established annual budget appropriate for the program, and is the allocation appropriately expended for the purchase of books, periodicals, library equipment, and other resource and reference materials?

Yes No

R.63 What is the amount of the current year's library budget?

The total budget for 2014 is \$48,779, including the assessment of \$8,593 for the Cybrary (a digital library collection utilized by the institution).

R.64 What portion of the current year's library budget has been spent and how has the money been allocated?

At the time of the visit, the campus had expended \$2,137.63 for the acquisition of books and subscriptions. They have also spent \$7,200 on the Cybrary.

FOR ACADEMIC ASSOCIATE'S, BACHELOR'S, MASTER'S AND DOCTORAL DEGREES ONLY

R.65 Does the faculty inspire, motivate, and direct student usage of the library resources?

Yes No

R.66 Is the Dewey Decimal, Library of Congress, or other appropriate system of classification used to organize the library materials?

Yes No

R.67 Are records of physical and/or online resources and circulation accurate and up to date?

Yes No

R.68 Are the library holdings for this program, including full-text online collections, up-to-date and adequate for the new program?

Yes No

R.69 Describe the campus' plans for continuing to provide library and instructional resources to support the new program?

The librarian plans to continue ensuring the Cybrary's online collections are program-relevant. With the cooperation of faculty, the campus plans to continue to conduct student orientations that incorporate the library. There are also plans to acquire more books and handouts for instructional resources.

R.70 Describe any full-text online collections available to students:

The principal virtual source is the Career Education Corporation Cybrary. It contains the following databases for research:

- Academic Search Premier,
- Culinary Arts Collection,
- Hospitality & Tourism Complete,
- EBSCOhost eBook collection,
- Food Service Source,

- Master FILE Premier,
- Oxford Reference Online,
- national newspapers,
- Opposing Viewpoints Resource Center, and
- Safari Books.

FOR ACADEMIC ASSOCIATE'S AND BACHELOR'S DEGREES ONLY

R.71 Is there a professionally trained individual (holds a bachelor's or master's degree in library or information science or a comparable program, or state certification to work as a librarian, where applicable) on staff who supervises and manages the library and instructional resources, facilitates their integration into all phases of the campus' curricular and educational offerings, and assists students in their use?

Yes No

R.72 Is documentation on file to evidence the librarian participates in professional growth activities?

Yes No

R.73 Who is the on-site librarian, what are this person's qualifications, and what are his or her hours on-site?

Ms. Joyce Nicholas is the learning resource center specialist. She previously served as admission's support and in the learning resource center at Sanford-Brown College for six years. Ms. Nicholas is currently studying at Portland State University and is a member of the American Library Association (ALA). She reports to Ms. Sharon Tani, the regional director of library services, who holds a master's degree in library science from San Jose State University.

Ms. Nicholas works 40 hours per week, which is in conjunction of the posted learning resource center's hours. When she is not working, the learning resource center is supported by student workers. Ms. Nicholas trained them by utilizing a strict, step-by-step, instructional guide developed by the institution.

The institution has each campus implement a three-to-four tiered library management team. The campus's library management team includes the:

- dean of library services, located at the institution's Campus Support Center;
- regional director of library services, Ms. Tani; and
- learning resource center specialist, Ms. Nicholas.

R.74 Is there a trained individual, who is competent to both use and aid in the use of library technologies and resources, on duty to supervise the library and to assist students with library functions during scheduled library hours?

Yes No

R.75 Does the library make available appropriate reference, research, and information resources to provide basic support for this program?

Yes No

SUMMARY

The campus has no areas of non-compliance.



**QUALITY ASSURANCE MONITORING: READINESS REPORT
ACADEMIC ASSOCIATE'S DEGREE IN PATISSERIE AND BAKING**

LE CORDON BLEU COLLEGE OF CULINARY ARTS

**360 Corporate Drive North
Tukwila, WA 98188
ACICS ID Code: 00023929**

Ms. Jennifer Sohonie, Campus Director (jsohonie@seattle.chefs.edu)
acicsinfo@seattle.chefs.edu

MAIN CAMPUS

**Le Cordon Bleu College of Culinary Arts
Austin, TX
ACICS ID Code: 00021352**

May 30, 2014

Projected Enrollment in the New Program During Its First Year of Operation: 50

Mr. Paul Lacroix Culinary Arts/Patisserie Specialist Johnson & Wales University Providence, RI
Mr. Maurice Wadlington Staff ACICS Washington, DC

MISSION

750 First Street, NE, Suite 980 • Washington, DC 20002-4223 • t - 202.336.6780 • f - 202.842.2593 • www.acics.org

ACCREDITING COUNCIL FOR INDEPENDENT COLLEGES AND SCHOOLS

- R.01 Is the mission statement appropriate for the type of new credential offered?
 Yes No

RELATIONS WITH STUDENTS

- R.02 Does the campus have appropriate admissions criteria for this program?
 Yes No
- R.03 Are there any admissions requirements unique to this program?
 Yes No

EDUCATIONAL ACTIVITIES

- R.04 Is licensure, certification or registration required to practice in the specific career field?
 Yes No (*Skip to Question R.06.*)

- R.06 Who is assigned to administer all academic programs, and what are this person's qualifications?

Ms. Jennifer Sohonie, interim director of education, is assigned to administer all academic programs. Ms. Sohonie earned an associate's degree in culinary arts from the California School of Culinary Arts, a bachelor's degree in sociology from Duke University, and a master's degree in education from the American International University. Prior to her recent promotion to campus director, Ms. Sohonie had been a chef instructor at the institution's Dallas campus. Most recently, she has served as chef instructor and the director of education. She has extensive experience, having worked in the following positions: assistant to the chief financial officer, marketing, garden manger, line cook, and chef/owner of Bistro by Jenn.

- R.07 Does this individual possess appropriate academic or experiential qualifications?
 Yes No

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 Yes No

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- R.13 Are appropriate provisions made in the new program for individual differences among students?
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- R.18 If the program includes a practicum, externship, or internship, does the campus have a written and mutually signed agreement that outlines the arrangement between the campus and the practicum site, including specific learning objectives, course requirements, and evaluation criteria?
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FOR ACADEMIC ASSOCIATE'S DEGREES ONLY

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Yes No

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LIBRARY, INSTRUCTIONAL RESOURCES, AND TECHNOLOGY

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FOR ACADEMIC ASSOCIATE'S, BACHELOR'S, MASTER'S AND DOCTORAL DEGREES ONLY

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Yes No

R.69 Describe the campus' plans for continuing to provide library and instructional resources to support the new program?

The librarian plans to continue to ensure the Cybrary's online collections are program-relevant. With the cooperation of faculty, the campus plans to continue to conduct student orientations that incorporate the library. There are also plans to acquire more books and handouts for instructional resources.

R.70 Describe any full-text online collections available to students:

The principal virtual source is the Career Education Corporation Cybrary. It contains the following databases for research:

- Academic Search Premier,
- Culinary Arts Collection,
- Hospitality & Tourism Complete,
- EBSCOhost eBook collection,
- Food Service Source,
- Master FILE Premier,
- Oxford Reference Online,
- national newspapers,

- Oposing Viewpoints Resource Center, and
- Safari Books.

FOR ACADEMIC ASSOCIATE'S AND BACHELOR'S DEGREES ONLY

R.71 Is there a professionally trained individual (holds a bachelor's or master's degree in library or information science or a comparable program, or state certification to work as a librarian, where applicable) on staff who supervises and manages the library and instructional resources, facilitates their integration into all phases of the campus' curricular and educational offerings, and assists students in their use?

Yes No

R.72 Is documentation on file to evidence the librarian participates in professional growth activities?

Yes No

R.73 Who is the on-site librarian, what are this person's qualifications, and what are his or her hours on-site?

Ms. Joyce Nicholas is the learning resource center specialist. She previously served as admission's support and in the learning resource center at Sanford-Brown College for six years. Ms. Nicholas is currently studying at Portland State University and is a member of the American Library Association (ALA). She reports to Ms. Sharon Tani, the regional director of library services, who holds a master's degree in library science from San Jose State University.

Ms. Nicholas works 40 hours per week, which is in conjunction of the posted learning resource center's hours. When she is not working, the learning resource center is supported by student workers. Ms. Nicholas trained them by utilizing a strict, step-by-step, instructional guide developed by the institution.

The institution has each campus implement a three-to-four tiered library management team. The campus's library management team includes the:

- dean of library services, located at the institution's Campus Support Center;
- regional director of library services, Ms. Tani; and
- learning resource center specialist, Ms. Nicholas.

R.74 Is there a trained individual, who is competent to both use and aid in the use of library technologies and resources, on duty to supervise the library and to assist students with library functions during scheduled library hours?

Yes No

R.75 Does the library make available appropriate reference, research, and information resources to provide basic support for this program?

Yes No

SUMMARY

The campus has no areas of non-compliance.



**QUALITY ASSURANCE MONITORING: OUT OF SCOPE REPORT
ACADEMIC ASSOCIATE'S DEGREE IN BUSINESS MANAGMENT**

ITT TECHNICAL INSTITUTE

**4721 Lake Park Drive
Johnson City, TN, 37612
ACICS ID Code: 00029681**

Mr. Reggie Nair, Campus Director (rnair@itt-tech.edu)
Regulatory134@itt-tech.edu

MAIN

ITT TECHNICAL INSTITUTE

**Indianapolis, IN
ACICS ID Code: 00016040**

May 16, 2014

**Date Program Began: 9/13/2013
Current Total Enrollment: 18
Current CAR Program Retention: N/A**

Ms. Swazette Whitten	Specialist	ASA College	Freeport, NY
Ms. Chinita D. Obi	Staff Representative	ACICS	Washington, DC

750 First Street, NE, Suite 980 • Washington, DC 20002-4223 • t - 202.336.6780 • f - 202.842.2593 • www.acics.org

ACCREDITING COUNCIL FOR INDEPENDENT COLLEGES AND SCHOOLS

REPORT QUESTIONS

RELATIONS WITH STUDENTS

N.01 Does the campus have appropriate admissions criteria for this program?

Yes No

N.02 Does the admissions policy conform to the campus' mission?

Yes No

N.03 Give the page number in the campus catalog on which the admissions policy can be found.

The admissions policy can be found on page 42 of the 2014-2015, Volume 18 catalog for ITT Technical Institute, in Johnson City, Tennessee.

N.04 Is the admissions policy administered as written?

Yes No

N.05 Are the admissions requirements appropriate for the new program?

Yes No

N.06 Are there any admissions requirements unique to this program?

Yes No

N.07 Describe how the campus offers employment assistance to all students in the new program.

Employment assistance is offered to students through the campus career services office. Students are provided placement services and career development from the beginning ~~or thereof their~~ program through graduation. Alumni are also eligible to receive placement assistance. The career services office establishes relationships with community employers and not only utilizes these resources for ultimate placement, but offers trips to these places of business at the beginning of the program to give students early exposure of their career choice. Career services offers skills on resume writing, dressing for success, networking, and job searching through classroom presentations and one on one consultation. The career services director also stays current on each student's e-portfolio to ensure that students maintain their projects ~~to be presented for presentation~~ to employers.

Is this appropriate?

Yes No Not Applicable (campus enrolls only international students on a student visa)

N.08 Was the team able to verify the backup documentation to support the placement rate for this program as reported on the Campus Accountability Report?

Yes No Not Applicable (there have been no graduates)

N.09 Was documentation on file to verify graduates classified on the CAR as "not available for placement"?

Yes No Not Applicable

EDUCATIONAL ACTIVITIES

N.10 Is licensure, certification or registration required to practice in the specific career field?

Yes No *(Skip to Question N.11.)*

N.11 Does the program require specialized programmatic accreditation to obtain entry-level employment or licensure by the state in which the campus is approved?

Yes No *(Skip to question N.12)*

N.12 Who is assigned to administer all academic programs, and what are this person's qualifications?

Mr. Raghunath "Reggie" Nair was hired as the full time director in April of 2013. He assumed the position of dean in April of 2014. Mr. Nair received his MBA from Indiana Wesleyan University, and a bachelor's degree in aviation technology from Embry-Riddle Aeronautical University. Before assuming his position as director/acting dean, Mr. Nair held positions as the director of education at Corinthian Colleges from 2003-2006; academic dean at ITT Technical Institute from 2006-2011 ~~and~~ dean at Sanford Brown College from 2011-2012.

N.13 Does this individual possess appropriate academic or experiential qualifications?

Yes No

N.14 Who is assigned to administer the new program (e.g., program chair or lead instructor), and what are this person's qualifications?

(Section 3-1-511): Mr. Jason Atwell is designated as the lead instructor for the business program. While the team was able to ~~verify that here is~~ view a signed memo in ~~his Mr. file~~ Atwell's file documenting stating that he is a "program/course lead (instructor)", there was no official, signed job description that this memo would supplement. In addition, his data sheet does not reflect a lead instructor designation and shows that 100% percent of his time is allocated to instruction; ~~-no time appears to be is~~ dedicated to administration.

N.15 Does this individual possess appropriate academic or experiential qualifications?

Yes No

N.16 Is there evidence that the program administrator has sufficient authority and responsibility for the development and administration of the educational program(s)?

Yes No

If *No*, insert the section number in parentheses and explain:

(Section 3-1-511): Mr. Jason Atwell shows no time spent toward administrative ~~time~~ functions on his ACICS data sheet. The team is unable to verify that ~~he Mr. Atwell~~ is lead instructor, due to a missing full job description for his position as adjunct instructor, and lack of administrative time listed on the ACICS data sheet.

N.17 Are the time and resources devoted to the administration of the educational program(s) sufficient?

Yes No

If *No*, insert the section number in parentheses and explain:

(Section 3-1-511): As stated previously, Mr. Jason Atwell shows no time spent on administrative ~~time~~ functions on his ACICS data sheet. ~~His time is~~ It states his time is allocated 100% percent to teaching. The data sheet also lists only ~~his Mr. Atwell's~~ position as an adjunct instructor. ~~Mr. Atwell is a part time~~

~~instructor and is currently teaching only two courses.~~ Because ~~there is no administrative time on the data sheets~~ ~~lected this~~, the team is unable to verify if sufficient time is dedicated to administration of the program.

N.18 Is the program consistent with the campus' mission and the needs of its students?

Yes No

N.19 List the community resources and describe how they are utilized to enrich the program.

(Section 3-1-512): The team was able to verify that the campus held ~~p~~Program ~~A~~advisory ~~C~~ommittee (PAC) meetings on November 22, 2013 and May 8, 2014. However, the team was not able to verify documented evidence that students have participated in additional sufficient community resources. The team was presented with two documents as evidence of community resources. The first is an ITT Technical Institute Student field Trip and Guest Speaker form for an April 21, 2014 speaker, Mr. Marcus Holland, Store manager with Walgreens. The section of the form that requested the names and signatures was left blank. A sign-in sheet was provided to supplement this form, but the only date listed on the form ~~was is~~ April 23, 2013, and there was no way to verify that these documents ~~come~~ ~~ide~~ ~~correspond~~. All other documents provided for community resources were related to PAC meetings.

N.20 Are these resources sufficient?

Yes No

N.21 Does the curriculum evidence a well-organized sequence of appropriate subjects leading to an occupational objective, an academic credential, or both?

Yes No

N.22 Does the catalog accurately describe the program and its objectives?

Yes No

N.23 If the program includes a practicum, externship, or internship, does the campus have a written and mutually signed agreement that outlines the arrangement between the campus and the practicum site, including specific learning objectives, course requirements, and evaluation criteria?

Yes No Not Applicable (these elements are not part of the program or no student is at the point of needing them)

N.24 Does the program use independent studies?

Yes No (Skip to Question N.26.)

~~N.25 Are independent studies used appropriately, and is there a signed contract that meets Council standards?~~

~~Yes No Not Applicable (no students are currently using independent study)~~

N.26 Are the curriculum and length of the program appropriate to meet the educational and placement objectives of the program?

Yes No

N.27 Are the courses available when needed by the student in the normal pursuit of this program of study?

Yes No

- N.28 Are course prerequisites appropriate, are they identified in the catalog and on the course syllabi, and are they being followed?
 Yes No
- N.29 Is an appropriately detailed syllabus on file for each course that includes:
- (a) Title and course descriptions
 Yes No
 - (b) Course numbers
 Yes No
 - (c) Course prerequisites and/or corequisites
 Yes No
 - (d) Instructional contact hours/credits
 Yes No
 - (e) Learning objectives
 Yes No
 - (f) Instructional materials and references
 Yes No
 - (g) Topical outline of the course
 Yes No
 - (h) Instructional methods
 Yes No
 - (i) Assessment criteria
 Yes No
 - (j) Method of evaluating students
 Yes No
 - (k) Date the syllabus was last reviewed
 Yes No
- N.30 Do students confirm that they receive a course syllabus and that it is followed?
 Yes No
- N.31 Is credit appropriately converted in relation to total student contact/clock hours in each class?
 Yes No
- N.32 Are courses and breaks scheduled appropriately, given the students' academic background and the coursework involved?
 Yes No
- N.33 Are the following appropriate to adequately support the new program?
- (a) Facilities.
 Yes No
 - (b) Instructional equipment.
 Yes No
 - (c) Resources.
 Yes No
 - (d) Support for modes of instructional delivery.

Yes No

(e) Personnel.

Yes No

N.34 Does the campus comply with applicable copyright laws in the use of instructional materials?

Yes No

N.35 Are the following elements appropriately incorporated into the instructional components of the program?

(a) Systematic planning.

Yes No

(b) Well-defined instructional objectives.

Yes No

(c) The selection and use of appropriate and current learning materials.

Yes No

(d) Appropriate modes of instructional delivery.

Yes No

(e) The use of appropriate assessment strategies.

Yes No

(f) The use of appropriate experiences.

Yes No

N.36 Are official transcripts for all credentials held on file for all instructors in the program?

Yes No

N.37 Have all foreign transcripts been translated into English and evaluated by a member of Association of International Credential Evaluators (AICE) or the National Association of Credential Evaluation Services (NACES) to determine the equivalency of the credentials to credentials awarded by institutions in the United States?

Yes No Not Applicable (no faculty members hold foreign credentials)

N.38 Is there documented evidence of a systematic program of in-service training at the campus?

Yes No

N.39 Is there evidence that appropriate faculty development plans have been developed and implemented on an annual basis, including documentation to support completed activities listed on the plans?

Yes No

N.40 Is there evidence that full-time and part-time instructors in this program participate in regularly scheduled faculty meetings?

Yes No

FOR NONDEGREE, OCCUPATIONAL ASSOCIATE'S, ACADEMIC ASSOCIATE'S, AND BACHELOR'S DEGREES ONLY

- N.42 Do the faculty members' qualifications meet the minimum requirements outlined in the *Accreditation Criteria*, and are their qualifications academically and experientially appropriate to the subject matter they teach and the level of the credential awarded?
 Yes No
- N.43 Is the size of the faculty appropriate?
 Yes No

FOR ACADEMIC ASSOCIATE'S, BACHELOR'S, MASTER'S and DOCTORAL DEGREES ONLY

- N.44 Are the teaching loads reasonable, and do they meet *Criteria* requirements?
 Yes No

FOR ACADEMIC ASSOCIATE'S DEGREES ONLY

- N.55 Is the number of hours required to complete the program at least 60 semester hours, 90 quarter hours, or their equivalent, earned over a period of at least four semesters, six quarters, or the equivalent?
 Yes No
- N.56 Is there a minimum of 30 semester hours, 45 quarter hours, or their equivalent in courses within the area of concentration and a minimum of 15 semester hours, 22.5 quarter hours, or their equivalent in general education courses?
 Yes No
- N.57 Are all general education courses appropriate for the program and do they meet Council standards?
 Yes No
- N.58 Identify the page number in the catalog where the courses that satisfy the concentration and general education requirements can be found.
 The courses that satisfy the concentration and general education requirements can be found on page 13 of the catalog.
- N.59 Does the curriculum quantitatively and qualitatively approximate the standards at other collegiate institutions offering the same degree?
 Yes No
- N.60 Is there evidence that curricular offerings require the appropriate use of library resources?
 Yes No
- N.61 Is enrollment in the second academic year of the two-year program sufficient to support regularly scheduled classes?
 Yes No Not Applicable (no students in the second year)

- N.62 Are at least one-half of all subjects that are part of the associate's degree taught by faculty members who have graduate degrees, professional degrees, or bachelor's degrees plus professional certification?
 Yes No

PUBLICATIONS

- N.99 Do the catalog and other publications accurately describe the new program?
 Yes No
- N.100 Is the course-numbering system adequately explained in the catalog?
 Yes No

LIBRARY, INSTRUCTIONAL RESOURCES, AND TECHNOLOGY

FOR OCCUPATIONAL ASSOCIATE'S, ACADEMIC ASSOCIATE'S, BACHELOR'S, MASTER'S, AND DOCTORAL DEGREES ONLY

- N.106 Is the campus' established annual budget appropriate for the program, and is the allocation appropriately expended for the purchase of books, periodicals, library equipment, and other resource and reference materials?
 Yes No
- N.107 What is the amount of the current year's library budget that has been allocated for the program?
 The total current allotment for the ~~Johnson City~~ campus library is \$2523. The students have access to the Virtual Library, which is paid at the corporate level and contains resources for all ITT programs.
- N.108 What portion of the current year's library budget for the program has been spent and how has the money been allocated?
 Of ~~that the~~ **\$2523 budget**, \$525 has been spent on a subscription to Library World, an interlibrary, multidisciplinary resource, ~~and~~ \$125 has been spent on various magazines, including \$31.76 on a subscription to Consumer Reports. The Virtual Library system is accessible to students and is included in the corporate budget.
- N.109 Describe how faculty have involvement in the selection of library resources.
 The faculty ~~are engaged~~ **engages** in faculty in-service meetings regarding their needs for library resources. Any requests made between ~~the~~ in-service meetings are made directly to the ~~campus d~~Dean and submitted to the librarian.**y**

FOR ACADEMIC ASSOCIATE'S, BACHELOR'S, MASTER'S, AND DOCTORAL DEGREES ONLY

- N.110 Who is the on-site librarian, what are this person's qualifications, and what are his or her hours on-site?
 Mr. Daniel Noel was hired **on April 28, 2014** as the full time library resource assistant ~~at ITT Technical Institute in Johnson City, Tennessee on April 28, 2014~~**for the campus**. Mr. Noel received his bachelor's degree in psychology from East Tennessee State University. Before assuming his position as library resource assistant, he held positions as a psychiatric technician at Pathways Inpatient Unit from 2003-2006;

~~s~~Secretary II at East Tennessee State University from 2006-2010; ~~g~~Graduate assistant at East Tennessee State University from 2010-2011; ~~s~~Secretary I at East Tennessee State University from 2011-2012; and ~~t~~Technical clerk at East Tennessee State University from 2012-2014. Additionally, ~~he~~ Mr. Noel completed the LRC ~~Service~~ service provider training and is supported by the ~~ITT Technical Institute~~ institution's corporate librarian Ms. Kathryn Closter. ~~Mr. Noel's~~His hours on-site are Mondays, 9:00 AM — 4:00 PM; Tuesdays-Thursdays, 12:00 PM — 8:00 PM; and Fridays 9:00 AM — 5:00 PM. During the hours that Mr. Noel is not available, the library is covered by Ms. Rose Taney, Ms. Amanda Pitts, Mr. Ken Griffin, and Mr. Curtis Stroud, various staff with dedicated library hours.

N.111 Is there a professionally trained individual on staff that is responsible for:

(a) Supervising and managing the library and instructional resources?

Yes No

(b) Facilitating the integration of instructional resources into all phases of the campus' curricular and educational offerings?

Yes No

(c) Assisting students in the use of instructional resources?

Yes No

If *No*, for any item, insert the section number in parentheses and explain:

(Section 3-4-401) During ~~some various~~ library hours, the library is not staffed by a trained individual who is assigned to oversee ~~and to supervise~~ the library and to assist students with library and information services. The team was unable to verify appropriate training for Ms. Rose Taney and Mr. Curtis Stroud, who cover the library on Tuesdays from 9:00 AM — 11:00 AM and Saturdays, 9:00 AM — 12:00 PM respectively.

N.112 Is documentation on file to evidence the librarian participates in professional growth activities?

Yes No

N.113 Are students adequately trained to utilize resources as part of their learning process?

Yes No

N.114 Is the Dewey Decimal, Library of Congress, or other appropriate system of classification used to organize the library materials?

Yes No

N.115 Are records of physical and/or online resources and circulation accurate and up-to-date?

Yes No

N.116 Are the library holdings, including full-text online collections, up-to-date and adequate for the new program?

Yes No

N.117 Describe any full-text online collections available to students:

~~ITT Technical Institute in Johnson City, Tennessee~~The campus has two online systems, the ~~V~~virtual ~~L~~Library and ~~L~~Library ~~w~~World, which hosts resources that include, but are not limited to: ProQuest,

EbscoHost, ACM Digital Library, LexisNexis Academic, Britannica Online, and Gale Virtual Reference Library.

N.118 Does the library collection include holdings in the humanities, arts, social sciences, and sciences, including mathematics?

Yes No Not Applicable (program does not include general education courses)

N.119 Are the hours the library is open adequate to accommodate the needs of all students?

Yes No

N.120 Are all individuals who supervise the library and assist students with library functions well-trained and competent in both using and aiding in the use of the library technologies and resources?

Yes No

N.121 Does the library make available appropriate reference, research, and information resources to provide basic support for this program?

Yes No

SUMMARY

The institution is not in compliance with the *Accreditation Criteria* in the following areas:

Number	Citation(s)	Summary Statement
1	(Section 3-1-511)	There is insufficient evidence that a program administrator is assigned to the new program and is equipped with sufficient authority and time to devote to the program (pages 3-4).
2	(Section 3-4-401)	During some library hours, the library is no staff by a trained individual who is assigned to oversee and to supervise the library and assist students with library and information services.
32	Section 3-1-512	There is insufficient documentation of community resources utilized for the program (page 4).
3	Section 3-4-401	During some library hours, the library is no staff by a trained individual who is assigned to oversee and to supervise the library and assist students with library and information services (page 9).

Dear Institutional Administrator:

This message is regarding a visit scheduled for your institution during the May/June 2014 travel cycle. The visit information for each program scheduled during this cycle is captured in the table below:

Institution Name: Le Cordon Bleu College of Culinary Arts, Sacramento, CA (00023522)

Program Name	Level	Visit Type
Le Cordon Bleu Patisserie and Baking	academic associate's degree	QAM-RV

Please provide the following information for each program listed by **Wednesday, March 19, 2014**:

1. Date the program started:
2. Are students currently enrolled in the core course work for the program?
 - a. If yes, for how many months have they been taking core courses?
 - b. If no, when will they begin core classes?
3. Current student enrollment in the program.
4. Projected student enrollment for the program in May/June 2014:
5. What quarter/semester module are the students who are furthest along in the program currently enrolled?
6. How many quarters/semesters is the program?
7. Have there been graduates from the program(s) listed above?
 - a. If no, what is the expected date for the first graduate class?

If the program remains on the May/June 2014 visit cycle, you will be contacted by the staff coordinator assigned to your institution within the next two months. If the program is not active, hasn't any enrollment, or is not far enough within the core courses to warrant a visit during the May/June 2014 cycle, the visit will be re-scheduled for the next cycle (September/October 2014) and the institution will be contacted.

Thank you!



QUALITY ASSURANCE MONITORING: HIGHER CREDENTIAL REPORT

ACADEMIC ASSOCIATE’S DEGREE IN LE CORDON BLEU CULINARY ARTS

LE CORDON BLEU COLLEGE OF CULINARY ARTS

7898 Veterans Memorial Parkway

St. Peters, MO 63376

ACICS ID Code: 00024557

John Fogarty, Campus President (jfogarty@StLouis.Chefs.edu)

(ACICSINFO@stlouis.chefs.edu)

MAIN

Le Cordon Bleu College of Culinary Arts

Austin, TX

ACICS ID Code: 00021352

June 15, 2015

Date Program Began: April 2014

Current Total Enrollment: 133

Current CAR Program Retention: N/A

Mr. William Roy	Specialist	International Culinary School at the Art Institute	Indianapolis, IN
Ms. Terrasia Harris	Staff Representative	ACICS	Washington, DC

REPORT QUESTIONS

750 First Street, NE, Suite 980 • Washington, DC 20002-4223 • t - 202.336.6780 • f - 202.842.2593 • www.acics.org

ACCREDITING COUNCIL FOR INDEPENDENT COLLEGES AND SCHOOLS

QUESTIONS

MISSION

C.01 Is the mission statement appropriate for the type of new credential offered?

Yes No

RELATIONS WITH STUDENTS

C.02 Does the campus have appropriate admissions criteria for the program(s)?

Yes No

If *No*, insert the section number in parentheses and explain:

The program is not enrolling any new students due to the program being taught out and the anticipated closure of the campus in 2016.

C.03 Does the admissions policy conform to the campus's mission?

Yes No

C.04 Is the admissions policy administered as written?

Yes No

C.05 Are there any admissions requirements unique to the program?

Yes No

C.06 Are the campus's recruitment methods appropriate and in compliance with Council standards?

Yes No

If *No*, insert the section number in parentheses and explain:

The school is no longer recruiting any new students due to the program being taught out.

C.07 Does the institution offer employment assistance to all students?

Yes No
 Not Applicable (campus enrolls only international students on a student visa)

C.08 Was the team able to verify the backup documentation to support the placement rate for the program(s) as reported on the last Campus Accountability Report?

Yes No
 Not Applicable (there have been no graduates)

C.09 Was documentation on file to verify graduates classified on the CAR as "not available for placement"?

Yes No
 Not Applicable

EDUCATIONAL ACTIVITIES

FOR ALL PROGRAMS

C.13 Is licensure, certification or registration required to practice in the specific career field?

Yes No (*Skip to Question C.15*)

C.15 Who is assigned to administer all academic programs, and what are this person's qualifications?

Ms. Maria (Vicki) Davenport, director of education, is assigned to administer all academic programs. Ms. Davenport hold a master's degree in education from American Intercontinental University, an MBA from Lindenwood College, and a bachelor's degree in corporate and industrial communications from Lindenwood College. She also has four years working in the culinary industry and two years experience as a culinary instructor.

C.16 Does this individual possess appropriate academic or experiential qualifications?

Yes No

C.17 Who is assigned to administer the new credential (e.g., program chair or lead instructor), and what are this person's qualifications?

Ms. Maria (Vicki) Davenport, director of education, is assigned to administer the new credential. As previously stated, Ms. Davenport hold a master's degree in education from American Intercontinental University, an MBA from Lindenwood College, and a bachelor's degree in corporate and industrial communications from Lindenwood College. She also received 28 credits of coursework in culinary arts, has four years working in the culinary industry and two years experience as a culinary instructor.

C.18 Does this individual possess appropriate academic or experiential qualifications?

Yes No

C.19 Is there evidence that the program administrator has sufficient authority and responsibility for the development and administration of the new credential?

Yes No

C.20 Are the time and resources devoted to the administration of the new credential sufficient?

Yes No

C.21 Is the program consistent with the campus' mission and the needs of its students?

Yes No

C.22 Is there evidence of input from students, graduates, administrators, faculty, and other interested parties in the formation and design of the new program?

Yes No

C.23 List the community resources and describe how they are utilized to enrich the program.

The campus utilizes different ways to help the students be active in the community by working at events like the fall festival, different cooking competitions and the like. They also use guest speakers from the culinary and pastry industry in their classes to give students a better understanding of what is expected of them when they go to work. They also use an advisory board made up of local professionals that provide them with

feedback on the types of skills that they are currently looking for and to make sure the curriculum meets those needs.

- C.24 Does the curriculum evidence a well-organized sequence of appropriate subjects leading to an occupational objective, an academic credential, or both?
 Yes No
- C.25 Does the catalog accurately describe the program and its objectives?
 Yes No
- C.26 If the program includes an externship, does the campus have a written and mutually signed agreement that outlines the arrangement between the campus and the externship site, including specific learning objectives, course requirements, and evaluation criteria?
 Yes No
 Not Applicable (these elements are not part of the program or no student is at the point of needing them)
- C.27 If the program includes independent study courses, does the campus have a learning contract that outlines the course objectives and procedures unique to this form of instruction?
 Yes No
 Not Applicable (no courses are offered via independent study)
- C.28 Are the curriculum and length of the program appropriate to meet the educational and placement objectives of the program?
 Yes No
- C.29 Are the courses available when needed by the student in the normal pursuit of the program(s) of study?
 Yes No
- C.30 Are course prerequisites appropriate, are they identified in the catalog and on the course syllabi, and are they being followed?
 Yes No
- C.31 Is an appropriately detailed syllabus on file for each course that includes:
- (a) Title and course descriptions
 Yes No
 - (b) Course numbers
 Yes No
 - (c) Course prerequisites and/or corequisites
 Yes No
 - (d) Instructional contact hours/credits
 Yes No
 - (e) Learning objectives
 Yes No
 - (f) Instructional materials and references
 Yes No
 - (g) Topical outline of the course

Yes No

(h) Instructional methods

Yes No

(i) Assessment criteria

Yes No

(j) Method of evaluating students

Yes No

(k) Date the syllabus was last reviewed

Yes No

C.32 Do students confirm that they receive a course syllabus and that it is followed?

Yes No

C.33 Is credit appropriately converted in relation to total student contact hours in each class?

Yes No

C.34 Are courses and breaks scheduled appropriately, given the students' academic background and the coursework involved?

Yes No

C.35 Is the credential awarded by the campus in compliance with its accreditation approval and in compliance with applicable state laws?

Yes No

C.36 Are the following appropriate to adequately support the new program?

(a) Facilities.

Yes No

(b) Instructional equipment.

Yes No

(c) Resources.

Yes No

(d) Support for modes of instructional delivery.

Yes No

(e) Personnel.

Yes No

C.37 Does the campus provide an environment for its faculty that is conducive to effective classroom instruction?

Yes No

C.38 Based on the team's observation of the instructional materials used, interviews with students and faculty, and a review of software licenses, is the campus in compliance with applicable licensing and copyright laws?

Yes No

C.39 Are the following elements appropriately incorporated into the instructional components of the program?

(a) Systematic planning.

Yes No

(b) Well-defined instructional objectives.

Yes No

(c) The selection and use of appropriate and current learning materials.

Yes No

(d) Appropriate modes of instructional delivery.

Yes No

(e) The use of appropriate assessment strategies.

Yes No

(f) The use of appropriate experiences.

Yes No

C.40 Are official transcripts for all credentials on file for all instructors in the program?

Yes No

C.41 Have all foreign transcripts been translated into English and evaluated by a member of the Association of International Credential Evaluators (AICE) or the National Association of Credential Evaluation Services (NACES) to determine the equivalency of the credential to credentials awarded by institutions in the United States?

Yes No

Not Applicable (no faculty members hold foreign credentials)

C.42 Is there documented evidence of a systematic program of in-service training at the campus?

Yes No

C.43 Is there evidence that appropriate faculty development plans have been developed and implemented on an annual basis, including documentation to support completed activities listed on the plans?

Yes No

C.44 Is there evidence that full-time and part-time instructors in the program(s) participate in regularly scheduled faculty meetings?

Yes No

FOR OCCUPATIONAL ASSOCIATE'S, ACADEMIC ASSOCIATE'S, AND BACHELOR'S DEGREES ONLY

C.45 Do the faculty members' qualifications meet the minimum requirements outlined in the *Accreditation Criteria*, and are their qualifications academically and experientially appropriate to the subject matter they teach and the level of the credential awarded?

Yes No

C.46 Are all faculty in the program assigned to teach in no more than three fields of instruction, with no more than five preparations?

Yes No

C.47 Is the size of the faculty appropriate?

Yes No

- C.48 Is an adequate core of full- and part-time faculty employed to ensure sound direction and continuity of development for the program?
 Yes No

FOR ACADEMIC ASSOCIATE'S, BACHELOR'S, AND MASTER'S, DEGREES ONLY

- C.49 Are teaching loads reasonable?
 Yes No

FOR ACADEMIC ASSOCIATE'S DEGREES ONLY

- C.60 Is the number of hours required to complete the program at least 60 semester hours, 90 quarter hours, or their equivalent, earned over a period of at least four semesters, six quarters, or the equivalent?
 Yes No
- C.61 Is there a minimum of 30 semester hours, 45 quarter hours, or their equivalent in courses within the area of concentration and a minimum of 15 semester hours, 22.5 quarter hours, or their equivalent in general education courses?
 Yes No
- C.62 Are all general education courses appropriate for the program and do they meet Council standards?
 Yes No
- C.63 Are the courses that satisfy the concentration and general education requirements identified in the catalog?
 Yes No
- C.64 Does the curriculum quantitatively and qualitatively approximate the standards at other collegiate institutions offering the same degree?
 Yes No
- C.65 Is there evidence that curricular offerings require the appropriate use of library resources?
 Yes No
- C.66 Is enrollment in the second academic year of the two-year program sufficient to support regularly scheduled classes?
 Yes No
 Not Applicable (no students in the second year)
- C.67 Are at least one-half of all subjects that are part of the associate's degree taught by faculty members who have graduate degrees, professional degrees, or bachelor's degrees plus professional certification?
 Yes No

PUBLICATIONS

- C.105 Do the catalog and other publications accurately describe the new program?
 Yes No

C.106 Is the course-numbering system adequately explained in the catalog?

Yes No

LIBRARY, INSTRUCTIONAL RESOURCES, AND TECHNOLOGY

FOR OCCUPATIONAL ASSOCIATES, ACADEMIC ASSOCIATE'S, BACHELOR'S, MASTER'S AND DOCTORAL DEGREES ONLY

C.108 Is the campus' established annual budget appropriate for the program, and is the allocation appropriately expended for the purchase of books, periodicals, library equipment, and other resource and reference materials?

Yes No

C.109 What is the amount of the current year's library budget?

\$638,638.00

C. 110 What portion of the current year's library budget has been spent and how has the money been allocated?

They have an overall corporate library budget for the electronic library that all campuses use. They do not currently have a campus budget due to the programs being in teach out and the anticipated closure of the campus in 2016.

C.111 Does the new program require appropriate use of library resources?

Yes No

C.112 Is there evidence that the faculty have involvement in the selection of library resources?

Yes No

FOR ACADEMIC ASSOCIATE'S, BACHELOR'S, MASTER'S, AND DOCTORAL DEGREES ONLY

C.113 Is the Dewey Decimal, Library of Congress, or other appropriate system of classification used to organize the library materials?

Yes No

C.114 Are records of physical and/or online resources and circulation accurate and up to date?

Yes No

C.115 Are the library holdings for this (or these) program(s), including full-text online collections, up to date and adequate for the new program?

Yes No

C.116 Describe any full-text online collections available to students:

The campus uses the following online resources: Culinary Arts-Infotrac, First Research, Food Science Source, Hospitality and Tourism Complete, Oxford Reference: Encyclopedia of Food and Drink in America, Culinary Arts-Infotrac, Food Science Source, Hospitality and Tourism Complete.

C.117 Does the library collection include holdings in the humanities, arts, social sciences, and sciences, including mathematics?

- Yes No
 Not Applicable (program does not include general education courses)

C.118 Are the hours the library is open adequate to accommodate the needs of all students?

- Yes No

C.119 Are all individuals who supervise the library and assist students with library functions well-trained and competent in both using and aiding in the use of the library technologies and resources?

- Yes No

FOR ACADEMIC ASSOCIATE'S AND BACHELOR'S DEGREES ONLY

C.120 Is there a professionally trained individual on staff who supervises and manages the library and instructional resources, facilitate their integration into all phases of the campus' curricular and educational offerings, and assist students in their use?

- Yes No

C.121 Who is the onsite librarian, what are this person's qualifications, and what are his or her hours onsite?

Ms. Laura Rice is the regional librarian and holds a masters in library science and information systems. She trains the workers in the library so that the students needs can be met. Due to the programs being in teach-out, it is difficult to hire a librarian for such a short amount of time. Ms. Rice also answers all the students email questions and they also have online librarians that students can chat with if they encounter issues. The library is staffed from Monday through Thursday 9 a.m. to 7p.m. and Friday 9 a.m to 5 p.m.

C.122 Is documentation on file to evidence the librarian participates in professional growth activities?

- Yes No

C.123 Does the library make available appropriate reference, research, and information resources to provide basic support for this (or these) program(s)?

- Yes No

SUMMARY

Based on the team's review, there are no areas requiring additional information.



QUALITY ASSURANCE MONITORING: HIGHER CREDENTIAL REPORT

ACADEMIC ASSOCIATE’S DEGREE IN LE CORDON BLEU PATISSERIE AND BAKING

LE CORDON BLEU COLLEGE OF CULINARY ARTS

7898 Veterans Memorial Parkway

St. Peters, MO 63376

ACICS ID Code: 00024557

John Fogarty, Campus President (jfogarty@StLouis.Chefs.edu)
(ACICSINFO@stlouis.chefs.edu)

MAIN

Le Cordon Bleu College of Culinary Arts

Austin, TX

ACICS ID Code: 00021352

June 15, 2015

Date Program Began:	May 2014
Current Total Enrollment:	133
Current CAR Program Retention:	N/A

Mr. William Roy	Specialist	International Culinary School at the Art Institute	Indianapolis, IN
Ms. Terrasia Harris	Staff Representative	ACICS	Washington, DC

REPORT QUESTIONS

750 First Street, NE, Suite 980 • Washington, DC 20002-4223 • t - 202.336.6780 • f - 202.842.2593 • www.acics.org

ACCREDITING COUNCIL FOR INDEPENDENT COLLEGES AND SCHOOLS

QUESTIONS

MISSION

C.01 Is the mission statement appropriate for the type of new credential offered?

Yes No

RELATIONS WITH STUDENTS

C.02 Does the campus have appropriate admissions criteria for the program(s)?

Yes No

If *No*, insert the section number in parentheses and explain:

The program is not enrolling any new students due to the program being taught out and the anticipated closure of the campus in 2016.

C.03 Does the admissions policy conform to the campus's mission?

Yes No

C.04 Is the admissions policy administered as written?

Yes No

C.05 Are there any admissions requirements unique to the program?

Yes No

C.06 Are the campus's recruitment methods appropriate and in compliance with Council standards?

Yes No

If *No*, insert the section number in parentheses and explain:

The school is no longer recruiting any new students due to the program being taught out.

C.07 Does the institution offer employment assistance to all students?

Yes No
 Not Applicable (campus enrolls only international students on a student visa)

C.08 Was the team able to verify the backup documentation to support the placement rate for the program(s) as reported on the last Campus Accountability Report?

Yes No
 Not Applicable (there have been no graduates)

C.09 Was documentation on file to verify graduates classified on the CAR as "not available for placement"?

Yes No
 Not Applicable

EDUCATIONAL ACTIVITIES

FOR ALL PROGRAMS

C.13 Is licensure, certification or registration required to practice in the specific career field?

Yes No (*Skip to Question C.15*)

C.15 Who is assigned to administer all academic programs, and what are this person's qualifications?

Ms. Maria (Vicki) Davenport, director of education, is assigned to administer all academic programs. Ms. Davenport hold a master's degree in education from American Intercontinental University, an MBA from Lindenwood College, and a bachelor's degree in corporate and industrial communications from Lindenwood College. She also has four years working in the culinary industry and two years experience as a culinary instructor.

C.16 Does this individual possess appropriate academic or experiential qualifications?

Yes No

C.17 Who is assigned to administer the new credential (e.g., program chair or lead instructor), and what are this person's qualifications?

Ms. Maria (Vicki) Davenport, director of education, is assigned to administer the new credential. As previously stated, Ms. Davenport hold a master's degree in education from American Intercontinental University, an MBA from Lindenwood College, and a bachelor's degree in corporate and industrial communications from Lindenwood College. She also received 28 credits of coursework in culinary arts, has four years working in the culinary industry and two years experience as a culinary instructor.

C.18 Does this individual possess appropriate academic or experiential qualifications?

Yes No

C.19 Is there evidence that the program administrator has sufficient authority and responsibility for the development and administration of the new credential?

Yes No

C.20 Are the time and resources devoted to the administration of the new credential sufficient?

Yes No

C.21 Is the program consistent with the campus' mission and the needs of its students?

Yes No

C.22 Is there evidence of input from students, graduates, administrators, faculty, and other interested parties in the formation and design of the new program?

Yes No

C.23 List the community resources and describe how they are utilized to enrich the program.

The campus utilizes different ways to help the students be active in the community by working at events like the fall festival, different cooking competitions and the like. They also use guest speakers from the culinary and pastry industry in their classes to give students a better understanding of what is expected of them when they go to work. They also use an advisory board made up of local professionals that provide them with

feedback on the types of skills that they are currently looking for and to make sure the curriculum meets those needs.

- C.24 Does the curriculum evidence a well-organized sequence of appropriate subjects leading to an occupational objective, an academic credential, or both?
 Yes No
- C.25 Does the catalog accurately describe the program and its objectives?
 Yes No
- C.26 If the program includes an externship, does the campus have a written and mutually signed agreement that outlines the arrangement between the campus and the externship site, including specific learning objectives, course requirements, and evaluation criteria?
 Yes No
 Not Applicable (these elements are not part of the program or no student is at the point of needing them)
- C.27 If the program includes independent study courses, does the campus have a learning contract that outlines the course objectives and procedures unique to this form of instruction?
 Yes No
 Not Applicable (no courses are offered via independent study)
- C.28 Are the curriculum and length of the program appropriate to meet the educational and placement objectives of the program?
 Yes No
- C.29 Are the courses available when needed by the student in the normal pursuit of the program(s) of study?
 Yes No
- C.30 Are course prerequisites appropriate, are they identified in the catalog and on the course syllabi, and are they being followed?
 Yes No
- C.31 Is an appropriately detailed syllabus on file for each course that includes:
- (a) Title and course descriptions
 Yes No
 - (b) Course numbers
 Yes No
 - (c) Course prerequisites and/or corequisites
 Yes No
 - (d) Instructional contact hours/credits
 Yes No
 - (e) Learning objectives
 Yes No
 - (f) Instructional materials and references
 Yes No
 - (g) Topical outline of the course

Yes No

(h) Instructional methods

Yes No

(i) Assessment criteria

Yes No

(j) Method of evaluating students

Yes No

(k) Date the syllabus was last reviewed

Yes No

C.32 Do students confirm that they receive a course syllabus and that it is followed?

Yes No

C.33 Is credit appropriately converted in relation to total student contact hours in each class?

Yes No

C.34 Are courses and breaks scheduled appropriately, given the students' academic background and the coursework involved?

Yes No

C.35 Is the credential awarded by the campus in compliance with its accreditation approval and in compliance with applicable state laws?

Yes No

C.36 Are the following appropriate to adequately support the new program?

(a) Facilities.

Yes No

(b) Instructional equipment.

Yes No

(c) Resources.

Yes No

(d) Support for modes of instructional delivery.

Yes No

(e) Personnel.

Yes No

C.37 Does the campus provide an environment for its faculty that is conducive to effective classroom instruction?

Yes No

C.38 Based on the team's observation of the instructional materials used, interviews with students and faculty, and a review of software licenses, is the campus in compliance with applicable licensing and copyright laws?

Yes No

C.39 Are the following elements appropriately incorporated into the instructional components of the program?

(a) Systematic planning.

Yes No

- (b) Well-defined instructional objectives.
 Yes No
- (c) The selection and use of appropriate and current learning materials.
 Yes No
- (d) Appropriate modes of instructional delivery.
 Yes No
- (e) The use of appropriate assessment strategies.
 Yes No
- (f) The use of appropriate experiences.
 Yes No
- C.40 Are official transcripts for all credentials on file for all instructors in the program?
 Yes No
- C.41 Have all foreign transcripts been translated into English and evaluated by a member of the Association of International Credential Evaluators (AICE) or the National Association of Credential Evaluation Services (NACES) to determine the equivalency of the credential to credentials awarded by institutions in the United States?
 Yes No
 Not Applicable (no faculty members hold foreign credentials)
- C.42 Is there documented evidence of a systematic program of in-service training at the campus?
 Yes No
- C.43 Is there evidence that appropriate faculty development plans have been developed and implemented on an annual basis, including documentation to support completed activities listed on the plans?
 Yes No
- C.44 Is there evidence that full-time and part-time instructors in the program(s) participate in regularly scheduled faculty meetings?
 Yes No

FOR OCCUPATIONAL ASSOCIATE'S, ACADEMIC ASSOCIATE'S, AND BACHELOR'S DEGREES ONLY

- C.45 Do the faculty members' qualifications meet the minimum requirements outlined in the *Accreditation Criteria*, and are their qualifications academically and experientially appropriate to the subject matter they teach and the level of the credential awarded?
 Yes No
- C.46 Are all faculty in the program assigned to teach in no more than three fields of instruction, with no more than five preparations?
 Yes No
- C.47 Is the size of the faculty appropriate?
 Yes No

- C.48 Is an adequate core of full- and part-time faculty employed to ensure sound direction and continuity of development for the program?
 Yes No

FOR ACADEMIC ASSOCIATE'S, BACHELOR'S, AND MASTER'S, DEGREES ONLY

- C.49 Are teaching loads reasonable?
 Yes No

FOR ACADEMIC ASSOCIATE'S DEGREES ONLY

- C.60 Is the number of hours required to complete the program at least 60 semester hours, 90 quarter hours, or their equivalent, earned over a period of at least four semesters, six quarters, or the equivalent?
 Yes No
- C.61 Is there a minimum of 30 semester hours, 45 quarter hours, or their equivalent in courses within the area of concentration and a minimum of 15 semester hours, 22.5 quarter hours, or their equivalent in general education courses?
 Yes No
- C.62 Are all general education courses appropriate for the program and do they meet Council standards?
 Yes No
- C.63 Are the courses that satisfy the concentration and general education requirements identified in the catalog?
 Yes No
- C.64 Does the curriculum quantitatively and qualitatively approximate the standards at other collegiate institutions offering the same degree?
 Yes No
- C.65 Is there evidence that curricular offerings require the appropriate use of library resources?
 Yes No
- C.66 Is enrollment in the second academic year of the two-year program sufficient to support regularly scheduled classes?
 Yes No
 Not Applicable (no students in the second year)
- C.67 Are at least one-half of all subjects that are part of the associate's degree taught by faculty members who have graduate degrees, professional degrees, or bachelor's degrees plus professional certification?
 Yes No

PUBLICATIONS

- C.105 Do the catalog and other publications accurately describe the new program?
 Yes No

C.106 Is the course-numbering system adequately explained in the catalog?

Yes No

LIBRARY, INSTRUCTIONAL RESOURCES, AND TECHNOLOGY

FOR OCCUPATIONAL ASSOCIATES, ACADEMIC ASSOCIATE'S, BACHELOR'S, MASTER'S AND DOCTORAL DEGREES ONLY

C.108 Is the campus' established annual budget appropriate for the program, and is the allocation appropriately expended for the purchase of books, periodicals, library equipment, and other resource and reference materials?

Yes No

C.109 What is the amount of the current year's library budget?

\$638,638.00

C. 110 What portion of the current year's library budget has been spent and how has the money been allocated?

They have an overall corporate library budget for the electronic library that all campuses use. They do not currently have a campus budget due to the programs being in teach out and the anticipated closure of the campus in 2016.

C.111 Does the new program require appropriate use of library resources?

Yes No

C.112 Is there evidence that the faculty have involvement in the selection of library resources?

Yes No

FOR ACADEMIC ASSOCIATE'S, BACHELOR'S, MASTER'S, AND DOCTORAL DEGREES ONLY

C.113 Is the Dewey Decimal, Library of Congress, or other appropriate system of classification used to organize the library materials?

Yes No

C.114 Are records of physical and/or online resources and circulation accurate and up to date?

Yes No

C.115 Are the library holdings for this (or these) program(s), including full-text online collections, up to date and adequate for the new program?

Yes No

C.116 Describe any full-text online collections available to students:

The campus uses the following online resources: Culinary Arts-Infotrac, First Research, Food Science Source, Hospitality and Tourism Complete, Oxford Reference: Encyclopedia of Food and Drink in America, Culinary Arts-Infotrac, Food Science Source, Hospitality and Tourism Complete.

C.117 Does the library collection include holdings in the humanities, arts, social sciences, and sciences, including mathematics?

- Yes No
 Not Applicable (program does not include general education courses)

C.118 Are the hours the library is open adequate to accommodate the needs of all students?

- Yes No

C.119 Are all individuals who supervise the library and assist students with library functions well-trained and competent in both using and aiding in the use of the library technologies and resources?

- Yes No

FOR ACADEMIC ASSOCIATE'S AND BACHELOR'S DEGREES ONLY

C.120 Is there a professionally trained individual on staff who supervises and manages the library and instructional resources, facilitate their integration into all phases of the campus' curricular and educational offerings, and assist students in their use?

- Yes No

C.121 Who is the onsite librarian, what are this person's qualifications, and what are his or her hours onsite?

Ms. Laura Rice is the regional librarian and holds a masters in library science and information systems. She trains the workers in the library so that the students needs can be met. Due to the programs being in teach-out, it is difficult to hire a librarian for such a short amount of time. Ms. Rice also answers all the students email questions and they also have online librarians that students can chat with if they encounter issues. The library is staffed from Monday through Thursday 9 a.m. to 7p.m. and Friday 9 a.m to 5 p.m.

C.122 Is documentation on file to evidence the librarian participates in professional growth activities?

- Yes No

C.123 Does the library make available appropriate reference, research, and information resources to provide basic support for this (or these) program(s)?

- Yes No

SUMMARY

Based on the team's review, there are no areas requiring additional information.

Dear Institutional Administrator:

This message is regarding a visit scheduled for your institution during the May/June 2014 travel cycle. The visit information for each program scheduled during this cycle is captured in the table below:

Institution Name: Le Cordon Bleu College of Culinary Arts, Sacramento, CA (00023522)

Program Name	Level	Visit Type
Le Cordon Bleu Culinary Arts	academic associate's degree	QAM-RV

Please provide the following information for each program listed by **Wednesday, March 19, 2014**:

1. Date the program started: *2/17/14*
2. Are students currently enrolled in the core course work for the program? *Yes*
 - a. If yes, for how many months have they been taking core courses? *1 month*
 - b. If no, when will they begin core classes? *N/A*
3. Current student enrollment in the program. *12 Students*
4. Projected student enrollment for the program in May/June 2014: *30-35 Students*
5. What quarter/semester module are the students who are furthest along in the program currently enrolled? *Module 1 (each module is a six weeks long)*
6. How many quarters/semesters is the program? *14 Modules*
7. Have there been graduates from the program(s) listed above? *No*
 - a. If no, what is the expected date for the first graduate class? *11/6/15*

If the program remains on the May/June 2014 visit cycle, you will be contacted by the staff coordinator assigned to your institution within the next two months. If the program is not active, hasn't any enrollment, or is not far enough within the core courses to warrant a visit during the May/June 2014 cycle, the visit will be re-scheduled for the next cycle (September/October 2014) and the institution will be contacted.

Thank you!

Dear Institutional Administrator:

This message is regarding a visit scheduled for your institution during the May/June 2014 travel cycle. The visit information for each program scheduled during this cycle is captured in the table below:

Institution Name: Le Cordon Bleu College of Culinary Arts, Sacramento, CA (00023522)

Program Name	Level	Visit Type
Le Cordon Bleu Patisserie and Baking	academic associate's degree	QAM-RV

Please provide the following information for each program listed by **Wednesday, March 19, 2014**:

1. Date the program started: 2/17/14
2. Are students currently enrolled in the core course work for the program? Yes
 - a. If yes, for how many months have they been taking core courses? 1 month
 - b. If no, when will they begin core classes? N/A
3. Current student enrollment in the program. 10 Students
4. Projected student enrollment for the program in May/June 2014: 25-30 Students
5. What quarter/semester module are the students who are furthest along in the program currently enrolled? Module 1 (each module is a six weeks long)
6. How many quarters/semesters is the program? 14 Modules
7. Have there been graduates from the program(s) listed above? No
 - a. If no, what is the expected date for the first graduate class? 11/6/15

If the program remains on the May/June 2014 visit cycle, you will be contacted by the staff coordinator assigned to your institution within the next two months. If the program is not active, hasn't any enrollment, or is not far enough within the core courses to warrant a visit during the May/June 2014 cycle, the visit will be re-scheduled for the next cycle (September/October 2014) and the institution will be contacted.

Thank you!



NEW GRANT

WESTWOOD COLLEGE-RIVER OAKS
80 River Oaks Center, Suite D-9
Calumet City, IL 60409
ACICS ID Code: 00018945

Mr. Hamad H. Shibli, Campus Director,
 HShibli@westwood.edu
 18945@westwood.edu

MAIN CAMPUS
Westwood College
Los Angeles, California
ACICS ID Code: 00011142

January 28-29, 2014

William Winger	Chair	American International College of Arts and Sciences Antigua	Denver, CO
Thomas Bryant	Student-Relations Specialist	Medtech	Roswell, GA
James Taylor	Educational Activities and Criminal Justice	Brown Mackie College	Tulsa, OK
Charles Saunders	Animation/Computer Aided Design/Graphic Design and Multimedia/Visual Communications/Construction Management	Virginia College (retired)	Owens Cross Roads, AL
Kevin Brown	Business Administration/Accounting and Financial Management/Marketing Management	Metropolitan State University	Woodbury, MN
Eli Hoehn	Information Technology/Computer Networking/Systems Security and Library	Brown College (former instructor)	St. Peter, MN
Yolanda Staff	Medical Assisting/Healthcare Management	Virginia College	Mobile, AL
Jan Shelton	Staff Representative	ACICS	Washington, DC

**PROGRAMS OFFERED BY
Westwood College River Oaks Campus
Calumet City, Illinois**

CREDENTIAL EARNED (As defined by the institution)	ACICS CREDENTIAL (Certificate, Diploma, Occupational Associate's, Academic Associate's, Bachelor's, Master's, or Doctoral)	APPROVED PROGRAM TITLE	Clock Hrs.	Qtr. Hrs.	Enroll: Full- time/ Part- time	CAR Retention & Placement			
						2013		2012	
						Ret.	Pla.	Ret.	Pla.
Diploma	Diploma	Medical Assisting	955	69.5	92/13	66.00%	70.00%	71.13%	72.50%
Associate of Applied Science	Academic Associate's	Information and Network Technologies	1225	90.0	19/8	56.00%	67.00%	57.69%	80.00%
Associate of Applied Science	Academic Associate's	Computer Aided Design/Architectural Drafting	1205	90.0	3/0	N/A	N/A	N/A	N/A
Associate of Applied Science	Academic Associate's	Graphic Design	1205	90.0	20/6	72.00%	100%	62.79%	100%
Associate of Applied Science	Academic Associate's	Construction Management	965	90.0	12/5	71.00%	100%	N/A	N/A
Bachelor of Applied Science	Bachelor's	Business Administration: Major in Accounting	1820	180.0	½	79.00%	100%	60.00%	N/A
Bachelor of Applied Science	Bachelor's	Business Administration: Major in Healthcare Management	1820	180.0	16/3	67.00%	78.00%	63.93%	85.71%
Bachelor of Applied Science	Bachelor's	Business Administration: Major in Marketing Management	1820	180.0	17/1	65.00%	100%	55.81%	100%
Bachelor of Applied Science	Bachelor's	Construction Management	1945	180.0	4/2	57.00%	100%	61.90%	100%
Bachelor of Applied Science	Bachelor's	Graphic Design: Major in Animation	2330	180.0	2/3	86.00%	100%	62.96%	0.00%
Bachelor of Applied Science	Bachelor's	Graphic Design: Major in Visual Communications	2305	180.0	4/2	80.00%	100%	58.62%	100%
Bachelor of Applied Science	Bachelor's	Criminal Justice: Major in Administration	1820	180.0	40/12	62.00%	94.00%	50.53%	84.38%
Bachelor of Applied Science	Bachelor's	Information and Network Technologies: Major in Network Management	2350	180.0	5/1	81.00%	63.00%	57.89%	76.92%
Bachelor of Applied Science	Bachelor's	Information and Network Technologies Major in Systems Security	2350	180.0	3/0	81.00%	71.00%	77.27%	100%

**TOTAL
ENROLLMENT: 296**

Westwood College began in 1953 in Denver, Colorado as the Radio and Television Repair Institute. In 1958 it became the National Electronics Institute and in 1974 became the Denver Institute of Technology. In 1997 the name was changed to Westwood College and the College expanded its offerings. In 1999 a campus was established in Anaheim, California. In 2000 Westwood established its first campus in Illinois and the River Oaks campus opened in 2000.

The campus is located on the south side of Chicago between downtown Chicago and the Indiana border and is nearer the Indiana border. The campus is located in a shopping mall and has 34,000 square feet of classrooms, labs, library, student lounge and office space for both administration and faculty. The facility is bright, well configured and is adequate to meet the campuses mission.

The River Oaks campus today comprises approximately 300 students in diploma, associate's and bachelor's degree programs. The average age of the students is 31 with 61% female population, 61% black, 11% white with the remaining being of mixed races. The mix of educational objectives is nearly evenly balanced between the three options of diploma, associate's and bachelor's programs.

Also include a description and explanation of any extenuating circumstances and/or any distinctive or unusual features of the campus or evaluation visit. **If the campus has campus additions, describe how those locations are used for administrative and instructional purposes.**

Colorado Attorney General.

On March 14, 2012 a Consent Judgment between the Colorado Attorney General and Westwood was filed in Denver County District Court and adopted as an order of that Court (State of Colorado, ex rel. John W. Suthers, Attorney General and Laura E. Udis, Administrator, Uniform Commercial Credit Code v. Alta Colleges, Inc. et al, Case No. 2012CV1600 (2012)). The Consent Judgment required a three year monitoring program. The Consent Judgment became effective on May 14, 2012. The monitoring program is ongoing and reports have been submitted to the Colorado Attorney General per the requirements of the Consent Judgment.

2. Illinois Attorney General.

The Illinois Attorney General filed a lawsuit against Westwood on January 18, 2012 in Cook County, Illinois Chancery Court (People of the State of Illinois v. Alta Colleges, Inc., et al, Case No. 12CH01583). The allegations of the lawsuit center around the Criminal Justice program offered at Westwood's four Chicago area campuses. Specifically, the lawsuit takes issue with Westwood's national accreditation and alleges that because of Westwood's accreditation, Westwood graduates were not able to get jobs with certain the Radio and Telken law enforcement agencies in Illinois that required degrees from or credits earned at regionally accredited colleges. An amended complaint was filed on September 17, 2012 and Westwood answered that amended complaint by October 15, 2012. A procedural schedule has been established in this case, with fact discovery set to close on October 1, 2013 and a trial date set for September 2014. Westwood and the Attorney General have been engaged in vigorous discovery activities throughout 2013. Westwood provides the Council with regular updates on this litigation.

3. Student Arbitrations

Westwood has pending individual arbitration cases filed by 13 former students and civil litigation filed by 2 former students. Of these cases, 11 were filed by former students at Westwood's Chicago campuses (9 by former O'Hare campus students and 2 by former Loop campus students) in direct response to the Illinois Attorney General litigation. These cases will go to hearing

between October 2013 and February 2014. At the first hearing, the former student dropped her claim. Of the remaining 4 cases, one was filed by a former student at Denver North, one by a former student at Los Angeles Anaheim and another by a former student at Chicago Loop. These matters are at various stages in the litigation process.

REPORT QUESTIONS

QUESTIONS

1. MISSION

- 1.01 Give the page number in the campus catalog on which the mission statement can be found.
 The mission and supporting objectives are found in the 2014 academic catalog volume 32-No. 1 revised September 2013 page 8.
- 1.02 Does the campus have an appropriate mission statement with a set of supporting objectives?
 Yes No
- 1.03 Are the objectives devoted substantially to career-related education?
 Yes No
- 1.04 Are the objectives reasonable for the following?
 (a) The programs of instruction
 Yes No
 (b) The modes of delivery.
 Yes No
 (c) The facilities of the campus.
 Yes No
- 1.05 Are the mission statement and supporting objectives appropriately disclosed in the campus catalog and in other publications that are readily available and understandable to the public?
 Yes No
- 1.06 Is the campus committed to successful implementation of its mission?
 Yes No

CAMPUS EFFECTIVENESS

- 1.07 Does the campus have a current Campus Effectiveness Plan (CEP)?
 Yes No
- 1.08 If the campus is an additional location, does the additional location have its own CEP, separate from the main campus IEP?
 Yes No Not Applicable
- 1.09 Does the CEP describe the following?
 (a) The characteristics of the programs offered.
 Yes No
 (b) The characteristics of the student population.
 Yes No
 (c) The types of data that will be used for assessment.
 Yes No
 (d) Specific goals to improve the educational processes.
 Yes No
 (e) Expected outcomes of the plans.
 Yes No
- 1.10 Are the following five required elements evaluated in the CEP?
 (a) Student retention.
 Yes No
 (b) Student placement.
 Yes No Not Applicable (new additional location only)
 (c) Level of graduate satisfaction.

Yes No Not Applicable (new additional location only)

(d) Level of employer satisfaction.

Yes No Not Applicable (new additional location only)

(e) Student learning outcomes.

Yes No

1.11 Define the student learning outcomes used by the campus and how these outcomes are being assessed.

The campus uses average daily attendance, and grade distributions to assess the learning outcomes at this campus. Attendance is reviewed daily and over the last year attendance has improved 2.9%. Grade distributions have been analyzed grading rubrics have been implemented to have an overview of grading tendencies by its faculty and to identify courses that fall outside the norms that have been established

1.12 Are the following identified and described in the CEP?

(a) The baseline data for each outcome.

Yes No Not Applicable

(b) The data used by the campus to assess each outcome.

Yes No Not Applicable

(c) How the data was collected.

Yes No Not Applicable

(d) An analysis and summary of the data collected and an explanation of how the data will be used to improve the educational processes.

Yes No Not Applicable

1.13 Has the campus published annual placement and retention goals in its CEP that take into account its rates from the last three Campus Accountability Reports and that demonstrate its ability to maintain or improve retention and placement outcomes?

Yes No Not Applicable (new additional location or initial applicant only)

1.14 Has the campus published specific activities that will be undertaken to meet placement and retention goals?

Yes No Not Applicable (new additional location only)

1.15 Describe the specific activities that the campus will undertake to meet these goals.

The campus has established a goal of 70% retention for 2014. They plan to achieve this goal by their daily monitoring of attendance, absence reports, and implementing student support follow up activities. Specific goals have been set by discipline to more carefully assess retention. An orientation program called Day One Success Class has been instituted. Intervention programs for students who have high absence rates have been instituted. Placement has implemented a program to contact all graduates with program specific job leads on a weekly basis. The campus will have more job fairs. On-site interviews and hiring events specific to the areas of study will be implemented. Career services staff will visit more classes to inform students of resources available. Career services will offer special program job readiness events. The campus will encourage students to create placement portfolios.

1.16 Does the campus have documentation to show the following?

(a) That the CEP has been implemented.

Yes No

(b) That specific activities listed in the plan have been completed.

Yes No

(c) That periodic progress reports have been completed.

Yes No

1.17 Who is responsible for implementing and monitoring the CEP? Describe this individual's qualifications. If a committee is utilized please describe the committee.

The campus president Mr. Hamed Shibli is the responsible person on this campus for the implementation and monitoring of the CEP. Mr. Shibli has been the campus president since May 2013, and prior to that position has been with Westwood and its parent corporation Alta Colleges since 2008. Mr. Shibli has been employed with several educational corporations mostly in the marketing area since 2003. Mr. Shibli holds a bachelor's degree in Economics from California State University in San Bernadino, California. He is assisted by a committee consisting of the academic dean, director of admissions, director of career services, director of student finance, director of student support, program chairs of Business, Design, Health Care, Justice and Technology.

- 1.18 Does the campus have documentation to show that the CEP is evaluated at least annually?
 Yes No Not Applicable (new additional location or initial applicant only)

2. ORGANIZATION

- 2.01 Is the following information regarding the campus appropriately stated in the catalog?
- (a) Governance, control, and corporate organization.
 Yes No
- (b) Names of the trustees, directors, and/or officers.
 Yes No
- (c) Names of the administrators.
 Yes No
- 2.02 Does the campus:
- (a) Adequately train its employees?
 Yes No
- (b) Provide them with constant and proper supervision?
 Yes No
- (c) Evaluate their work?
 Yes No
- 2.03 Is the administration of the campus efficient and effective?
 Yes No
- 2.04 Does the campus maintain written documentation to show that faculty and staff members:
- (a) Clearly understand their duties and responsibilities?
 Yes No
- (b) Know the person to whom they report?
 Yes No
- (c) Understand the standards by which the success of their work is measured?
 Yes No
- 2.05 Does the administration maintain documentation of the evaluation of the faculty and staff?
 Yes No
- 2.06 Has the campus adopted a policy on academic freedom that has been communicated to the faculty?
 Yes No
- 2.07 Does the campus have an appropriate grievance policy for faculty and staff?
 Yes No
- 2.08 Does the campus catalog or the student handbook contain an appropriate grievance policy for students that includes the name and address of ACICS?
 Yes No Not Applicable (initial applicants only)
- 2.09 Who is responsible for the financial oversight of the campus, and what are this person's qualifications?
 The campus president Mr. Hamed Shibli is the responsible person on this campus for the oversight of the campus' finances . Mr. Shibli has been the campus president since May 2013, and prior to that position has been with Westwood and its parent corporation Alta Colleges since 2008. Mr. Shibli has been employed with several educational corporations mostly in the marketing area since 2003. Mr. Shibli holds a bachelor's degree in Economics from California State University in San Bernadino, California.

3. ADMINISTRATION

- 3.01 Is there evidence that the chief on-site administrator(s) or the self-study coordinator for the campus attended an accreditation workshop within 18 months prior to the final submission of the self-study?
 Yes No
- 3.02 Are all staff well trained to carry out administrative functions?
 Yes No
- 3.03 Who is the on-site administrator, and what are this person's qualifications?
 The campus president Mr. Hamed Shibli is the on-site administrator of this campus. Mr. Shibli has been the campus president since May 2013, and prior to that position has been with Westwood and its parent corporation Alta Colleges since 2008. Mr. Shibli has been employed with several educational corporations mostly in the marketing area since 2003. Mr. Shibli holds a bachelor's degree in Economics from California State University in San Bernadino, California.
- 3.04 Does the campus list degrees of staff members in the catalog?
 Yes No
- 3.05 Is there evidence that the campus keeps adequate records to support the following administrative operations?
 (a) Financial aid activities.
 Yes No Not Applicable (campus does not participate in financial aid)
 (b) Admissions.
 Yes No
 (c) Curriculum.
 Yes No
 (d) Accreditation and licensure.
 Yes No
 (e) Guidance.
 Yes No
 (f) Instructional resources.
 Yes No
 (g) Supplies and equipment.
 Yes No
 (h) The school plant.
 Yes No
 (i) Faculty and staff.
 Yes No
 (j) Student activities.
 Yes No
 (k) Student personnel.
 Yes No
- 3.06 Does the campus admit ability-to-benefit students?
 Yes No (*Skip to Question 3.11.*)
- 3.11 Do student files contain evidence of graduation from high school or the equivalent?
 Yes No
- 3.12 Are appropriate transcripts maintained for all students?
 Yes No
- 3.13 Is the grading system fully explained on the transcript, and is it consistent with the grading system that appears in the campus catalog?
 Yes No
- 3.14 Are student records protected from theft, fire, water damage, or other possible loss?

Yes No

3.15 Does the campus maintain transcripts for all students indefinitely?

Yes No

3.16 Does the campus maintain admissions data and other records for at least five years from the last date of attendance for all students?

Yes No

4. RELATIONS WITH STUDENTS

FOR ALL PROGRAMS

- 4.01 How many student files were reviewed during the evaluation?
The team reviewed 37 student files, student transcripts and 37 student account cards.
- 4.02 Does the campus ensure that its student relations reflect high ethical standards?
 Yes No
- 4.03 Does the campus have appropriate admissions criteria?
 Yes No
- 4.04 Does the campus contract with third parties for admissions and recruiting purposes?
 Yes No
- 4.05 Is there evidence to document that admissions criteria are applied consistently to all students admitted under the same version of the admissions criteria (e.g., that students admitted into specific programs for the same start date are admitted under the same admissions criteria)?
 Yes No
- 4.06 Does the admissions policy conform to the campus's mission?
 Yes No
- 4.07 Is the admissions policy publicly stated?
 Yes No
- 4.08 Is the admissions policy administered as written?
 Yes No
- 4.09 Does the campus use an enrollment agreement for each enrolled student that :
- (a) Clearly outlines the financial obligations of both the institution and the student?
 Yes No
- (b) Outlines all program related tuition and fees?
 Yes No
- (c) Has a signature of the student and the appropriate school representative?
 Yes No
- Is there evidence that a copy of the agreement has been provided to the student?
 Yes No

The enrollment agreement contains verbage that states the student acknowledges receiving a copy of the agreement by signing the document. A total of 37 files were reviewed during the evaluation. Each file contained enrollment agreements that were signed by the student, admissions representative, and campus president.

- 4.10 Who is responsible for the oversight of student recruitment at the campus and what are this person's qualifications?
Mr. James Galas is the campus director of admissions. Prior to coming to Westwood College, he owned and operated a real estate firm and worked in the drafting and design industry. Mr. Galas holds a bachelor's degree in Technical Management from DeVry University in Addison, Illinois and an associate's degree in Design and Drafting Technology from Morrison Institute of Technology in Morrison, Illinois. Mr. Galas has participated in admissions related training activities since joining Westwood College.
- 4.11 How is the team able to verify that the recruiting process for new students is ethical and compatible with the educational objectives for the campus?
The campus has several processes in place to ensure ethical recruiting practices are compatible with its educational objectives. All recruitment materials are reviewed and approved by the corporate office prior to utilization and contain accurate descriptions of the program offerings and their objectives. All associates responsible for recruitment activities are required to participate in training

activities that focus on integrity and the importance of providing accurate and correct program information to students. The director of admissions observes interviews conducted by representatives on a regular basis as a means of ensuring appropriate information is provided to students. The corporate office engages secret shoppers to call and visit the campus as an additional method of ensuring compliance.

- 4.12 Are individuals engaged in admissions or recruitment activities communicating current and accurate information regarding the following?
- (a) Courses and programs.
 Yes No
- (b) Services.
 Yes No
- (c) Tuition.
 Yes No
- (d) Terms.
 Yes No
- (e) Operating policies.
 Yes No
- 4.13 Does the campus use prospective student names obtained as a result of a survey, canvass, or promise of future employment or income while a student, or as a result of other marketing activity?
 Yes No
- 4.14 Does the state in which the campus operates require representatives to be licensed or registered?
 Yes No
- 4.15 Are the titles of recruitment and enrollment personnel appropriate?
 Yes No
- 4.16 Does someone other than recruitment and enrollment personnel make final decisions regarding financial aid eligibility, packaging, awarding, and disbursement?
 Yes No Not Applicable (campus does not participate in financial aid)
- 4.17 Are all recruiters supervised by the campus to ensure that their activities are in compliance with all applicable standards?
 Yes No
- 4.18 Does the campus have written policies and procedures for evaluating and accepting transfer of credit?
 Yes No
- 4.19 Is there evidence that the campus properly awards transfer of credit?
 Yes No Not Applicable
- 4.20 Does the campus publicize its transfer credit policies, including policies related to accepting transfer credit from another campus?
 Yes No
- 4.21 Has the campus established articulation agreements with other institutions?
 Yes No (*Skip to question 4.23 for Master's Degree Programs or 4.24 for all programs*)
- If Yes, has the campus published a list of institutions with which it has established the agreements?
 Yes No
- 4.22 Does the campus provide documented notification to students of the articulation agreements and the transferability of credits in the programs that are offered?
 Yes No
- **FOR ALL PROGRAMS**
- 4.24 Is the standards of satisfactory academic progress policy published in the catalog?

Yes No

If Yes, state the page number(s) where the standards of satisfactory academic progress policy is published?

The updated standards of satisfactory academic progress policy is located on page 2 of the catalog addendum.. The supplement is dated January 8, 2014.

- 4.25 Does the standards of satisfactory academic progress (SAP) policy published in the catalog contain the following?
- (a) A definition of the maximum time frame allowed for students to complete a program as 1.5 times the normal program length.
 Yes No
- (b) A schedule that designates the minimum percentage of work that a student must successfully complete at the end of each evaluation increment to complete the program within the maximum time frame.
 Yes No
- (c) Procedures for re-establishing satisfactory academic progress.
 Yes No
- (d) A definition of the effects of the following on the CGPA and successful course-completion percentage:
- Withdrawals.
 Yes No
- Incomplete grades.
 Yes No
- Repeated courses.
 Yes No
- Non-punitive grades.
 Yes No Not Applicable (campus does not offer)
- Non-credit or remedial courses.
 Yes No Not Applicable (campus does not offer)
- A warning status.
 Yes No Not Applicable (campus does not use)
- A probationary period.
 Yes No
- An appeal process.
 Yes No
- An extended-enrollment status.
 Yes No Not Applicable (campus does not offer)
- The effect when a student changes programs.
 Yes No Not Applicable (campus only offers one program of study)
- The effect when a student seeks to earn an additional credential.
 Yes No Not Applicable (campus only offers one credential)
- The implications of transfer credit.
 Yes No
- 4.26 Does the campus apply its SAP standards consistently to all students?
 Yes No
- 4.27 Are students who are not making satisfactory academic progress properly notified?
 Yes No Not Applicable (no students are in violation of SAP)
- 4.28 Is SAP evaluated at the end of each academic year or at 50% of the normal program length if the program is one academic year in length or shorter?
 Yes No
- 4.29 Is SAP evaluated at the end of the second academic year and at the end of each subsequent academic year where students must have a minimum CGPA of 2.0 on a scale of 4.0 or its equivalent?
 Yes No Not Applicable (all programs are one year or less)
- 4.30 Are students who are not making satisfactory academic progress at the end of the second year dismissed?
 Yes No Not Applicable (all programs are less than two years)

- 4.31 Are qualitative and quantitative components evaluated cumulatively for all periods of a student's enrollment?
 Yes No
- 4.32 Are students allowed to remain on financial aid while under warning status?
 Yes No Not Applicable (campus does not participate in financial aid)
- If Yes, is the student informed of this policy?
 Yes No
- 4.33 Are students whose appeals are granted due to mitigating circumstances placed on probation, eligibility for financial aid reinstated and considered to be making satisfactory academic progress?
 Yes No
- 4.34 Are students who are placed in an extended-enrollment status denied eligibility for federal financial aid (unless there are mitigating circumstances)?
 Yes No Not Applicable (campus does not have extended enrollment and/or does not participate in financial aid)
- 4.35 Do credits attempted during the extended-enrollment status count toward the 1.5 times of normal program length?
 Yes No Not Applicable (campus does not have extended enrollment)
- 4.36 For students who have exceeded one and one-half times the standard time frame and were awarded the original credential, were any additional financial obligations waived?
 Yes No Not Applicable (there is no such student)
- 4.37 Are students required to have a minimum CGPA of 2.0 or its equivalent upon graduation from all programs?
 Yes No
- 4.38 Who is responsible for the administration of satisfactory academic progress, and what are this person's qualifications?
 Ms. Debbie Plemons is the campus academic dean. She holds a bachelor's degree in Business Administration from DePaul University in Chicago, Illinois and a master's degree in Commerce from Keller Graduate School, Chicago, Illinois. She has been employed with the campus since 2007 and has held a variety of positions including director of education and campus operations. In each of these positions, she was responsible for administering satisfactory academic progress and advising students.
- 4.39 Does the campus encourage and assist students who are experiencing difficulty in progressing satisfactorily in their programs?
 Yes No
- 4.40 Does the campus finance any of the following? (Mark all that apply.)
 (a) Scholarships.
 (b) Grants.
 (c) Loans.
 (d) The campus does not offer scholarships, grants, and/or loans. (Skip to Question 4.42.)
- If Yes for any item, does the campus properly identify all scholarship, grant, and loan programs?
 Yes No
- 4.41 Does the campus fully disclose the terms, conditions, and application procedures regarding campus loan, scholarship and grant programs in its catalog?
 Yes No
- 4.42 Are all similarly circumstanced students who enrolled at the same time and in the same programs charged the same tuition and fees?
 Yes No
- 4.43 Are tuition and fees clearly stated in the catalog?
 Yes No

If Yes, have students confirmed receiving a copy of the catalog?

Yes No Not Applicable

4.44 Do the financial records of students clearly show the following?

(a) Charges.

Yes No

(b) Dates for the posting of tuition.

Yes No

(c) Fees.

Yes No

(d) Other charges.

Yes No

(e) Payments.

Yes No

(f) Dates of payment.

Yes No

(g) The balance after each transaction.

Yes No

4.45 Is the effective date listed on announcements of changes in tuition and fees?

Yes No Not Applicable (campus has not changed tuition or fees)

4.46 Is the campus' refund policy published in the catalog?

Yes No

4.47 Is the refund policy fair, equitable, and applicable to all students?

Yes No

4.48 Is the campus following its stated refund policy?

Yes No

4.49 Does the campus participate in Title IV financial aid?

Yes No (Skip to question 4.57)

4.50 Who is responsible on-site for administering student financial aid, and what are this person's qualifications?

Ms. Deborah McKenzie, director of student finance, is responsible for administering student financial aid. Ms. McKenzie holds a bachelor's degree in Communications from Illinois State University, Normal, Illinois. She is a member of the Illinois Association of Student Financial Aid Administrators and regularly participates in their conferences and training activities.

4.51 Is the person who determines the amount of student awards *not* also responsible for disbursing those awards?

Yes No

4.52 Are final student financial aid award determinations made by administrative individuals who are *not* responsible for recruitment?

Yes No

4.53 Is the financial aid administrator a member of a state, regional, or national financial aid association and up to date on procedures and changes in the field?

Yes No

4.54 Describe how the financial aid office stays current with regulation and policy changes in financial aid (include all appropriate memberships in professional organizations held by this individual).

As previously noted, Ms. Deborah McKenzie, director of student finance, is a member of the Illinois Association of Student Financial Aid Administrators and regularly participates in their conferences and training activities. Ms. McKenzie completes webinars sponsored by various agencies such as Department of Education and the National Association of Student Financial Aid Administrators. The corporate office also provides training activities on a routine basis.

- 4.55 Is there evidence that the financial aid administrator regularly participates in professional awareness activities?
 Yes No
- 4.56 Does the campus have a written policy that accurately reflects the U.S. Department of Education's definition of a credit hour for credit hour programs and/or clock-to-credit hour programs, including conversion ratios?
 Yes No
- 4.57 Does the campus provide discounts for cash received in advance of the normal payment schedule?
 Yes No (*Skip to question 4.58.*)
- 4.58 Describe the student services offered by the campus such as, but not limited to, structured tutoring, academic or personal counseling, student orientation, etc.
 The campus holds student orientation sessions for each group of in-coming students. The orientation, entitled Day One Success Class, includes an introduction to campus life, a review of policies and procedures, presentations from each of the key functional areas, and a general question and answer session. The administration strives to make the orientation process positive and encouraging while providing vital information students will need during their programs of study.

 The education department monitors student attendance and academic progress on a routine basis. If it is determined students are facing challenges in either area, they are required to attend advising sessions. During these sessions improvement strategies are developed which may include tutoring, referrals to outside agencies, or assistance with issues of a more personal nature.

 The campus does not provide professional counseling. If professional counseling is needed, students are referred to outside professional service agencies in the area.
- 4.59 Are follow-up studies on graduate and employer satisfaction conducted at specific measuring points following the placement of the campus' graduates?
 Yes No Not Applicable
- 4.60 Who is the person on staff responsible for the oversight of counseling students on employment opportunities, and what are this person's qualifications?
 Ms. Alicia Thomas, director of career services, is responsible for advising students on employment opportunities. Ms. Thomas holds a bachelor's degree in Occupational Education/Fashion Merchandising from Chicago State University, Chicago, Illinois. Ms. Thomas has completed training workshops and training meetings that focused on student placement.
- 4.61 Does the campus offer employment assistance to all students?
 Yes No Not Applicable (campus enrolls only international students on a student visa)
- 4.62 Does the campus use placement percentages or salary projections as part of its recruiting activities?
 Yes No
- 4.63 The beginning enrollment on the most current Campus Accountability Report (CAR) is 421
 The ending enrollment reported on the previous year's CAR is 421
- 4.64 Was the team able to verify the retention rate for the campus and for each program as reported on the Campus Accountability Report (CAR) last submitted to the Council?
 Yes No Not Applicable
- 4.65 Are students who receive financial aid counseled concerning their student loan repayment obligations?
 Yes No Not Applicable (campus does not participate in financial aid)
- 4.66 Describe the process the campus utilizes to ensure that students are counseled concerning their student loan repayment obligations.
 The campus has an in-house department that is responsible for implementing its default prevention plan. The department requires all students to participate in an orientation that is designed to provide information on their loan repayment obligations. During the initial financial aid interview students receive entrance counseling on their loan obligations. Budgeting information is also provided to students at this time. There is a series of informational brochures on deferment and forbearance, student loan repayment, and

resolution of default provided. Students who drop, are terminated, or graduate are provided with exit loan counseling concerning their financial obligations.

4.67 Describe the extracurricular activities of the campus (if applicable).

The campus provides students with a variety of extracurricular activities designed to promote community involvement as well as provide social and student recognition activities. Campus clubs and organizations such as Alpha Beta Kappa Honor Society, Criminal Justice Club, Technology Club, and Gamers Club provide students with opportunities to interact with one another and participate in curriculum specific activities. Student recognition activities such as awards assemblies recognize student achievement. Job fairs and speakers from the employment community are sponsored throughout the year as a means of providing students opportunities to interact with professionals in the community.

GENERAL COMMENTS:

Interviews with the campus president, director of admissions, director of career services, director of student finance, director of student support, and academic dean were conducted during the visit. Each department director provided accurate and consistent information as it related to the general operation of their areas of responsibility. The school's campus president, as well as all of the departmental managers, displayed a knowledge of and respect for regulatory compliance that they continually project to the associates within their departments.

5. EDUCATIONAL ACTIVITIES

FOR ALL PROGRAMS

- 5.01 Are the credentials awarded by the campus in compliance with its accreditation approval and in compliance with applicable state laws?
 Yes No
- 5.02 Who is assigned to oversee the educational activities of all programs at the campus, and what are this person's qualifications?
 The academic dean, Debbie Plemons is assigned to oversee the educational activities of all programs at Westwood College's River Oaks Campus. Ms. Plemons holds a master's in Business Administration from Keller Graduate School. Ms. Plemons also holds a bachelor's degree in Commerce from DePaul University.
- 5.03 Does this person have appropriate academic or experiential qualifications?
 Yes No
- 5.04 Describe how the campus makes provisions for program administrators to have sufficient authority and responsibility for the development and administration of the programs.
 The academic dean and the president of the campus give the program administrators the authority to develop and administer their respective programs. In the team's discussion with the academic dean, program administrators must meet specific academic and professional criteria in order to hold their positions.
- 5.05 Is the time devoted to the administration of the educational programs sufficient?
 Yes No
- 5.06 Is there a published policy on the responsibility and authority of faculty in academic governance?
 Yes No
- 5.07 Does the policy, at a minimum, address the role of the faculty in the following areas?
- (a) Development of the educational program.
 Yes No
- (b) Selection of course materials, instructional equipment and other educational resources.
 Yes No
- (c) Systematic evaluation and revision of the curriculum.
 Yes No
- (d) Assessment of student learning outcomes.
 Yes No
- (e) Planning for institutional effectiveness.
 Yes No
- 5.08 Is there evidence that this policy has been adopted and faculty members are aware of it?
 Yes No
- 5.09 Does the campus have any programs that require specialized or programmatic accreditation to obtain entry-level employment or licensure by the state in which the campus is approved?
 Yes No (Skip to question 5.10)

FOR NEW GRANTS ONLY

- 5.10 Does the campus have any programs with current specialized or programmatic accreditation?
 Yes No (Skip to question 5.14)

FOR ALL CAMPUSES

- 5.14 Are the educational programs consistent with the campus' mission and the needs of its students?
 Yes No
- 5.15 Do the formation of policies and the design of educational programs involve students, graduates, administrators, faculty, and other interested parties such as advisory committees?
 Yes No
- 5.16 What provisions are made for individual differences among students?
 The academic dean, faculty and staff are encouraged to get to know each student on a personal basis. The academic dean, faculty and staff will better understand and accommodate the differences among students and make accommodations for those students having difficulty. There are various organizations, and activities that students may get involved with on campus to accommodate for their differences in learning styles.
- 5.17 Describe the system in place to evaluate, revise, and make changes to the curriculum.
 The academic dean and the campus administration have implemented weekly faculty meetings, in which faculty are involved, to discuss the effectiveness of the curriculum. Faculty are encouraged to evaluate, revise, and make changes to the curriculum as long as the changes are within the scope of the standardized curriculum.
- 5.18 Does the faculty participate in this process?
 Yes No
- 5.19 Is credit appropriately converted in relation to total student contact hours in each class?
 Yes No
- 5.20 If the campus awards academic credit to students who demonstrate subject competency based on academic, occupational, or personal experiences, is there an established systematic method for evaluating and awarding academic credit to which the campus adheres?
 Yes No Not Applicable (campus does not award such credit)
- If Yes, is there appropriate documentation of the assessments of knowledge, skills, or competencies required?
 Yes No Not Applicable (no student has made such a request)
- 5.21 Are courses and breaks scheduled appropriately, given the students' academic background and the coursework involved?
 Yes No
- 5.22 Are the following appropriate to adequately support the number and nature of the general education courses? (If only nondegree programs are offered with no general education courses, skip to 5.22)
- (a) Facilities.
 Yes No
- (b) Instructional equipment.
 Yes No
- (c) Resources.
 Yes No
- (d) Personnel.
 Yes No
- 5.23 Does the campus provide an environment for its faculty that is conducive to effective classroom instruction?
 Yes No
- 5.24 Are the quantity and type of instructional materials and equipment proportionate to the size of the campus and types of programs?
 Yes No
- 5.25 Based on the team's observation of the instructional materials used, interviews with students and faculty, and a review of software licenses, is the campus in compliance with applicable licensing and copyright laws?
 Yes No

- 5.26 Are official transcripts for all qualifying credentials and for those credentials listed in the catalog on file for all instructors?
 Yes No
- 5.27 Have faculty transcripts from institutions not accredited by agencies recognized by the United States Department of Education been translated into English and evaluated by a member of the Association of International Credential Evaluators (AICE) or the National Association of Credential Evaluation Services (NACES) to determine the equivalency of the credentials to credentials awarded by institutions in the United States?
 Yes No Not Applicable (no faculty members hold foreign credentials)
- 5.28 Is there documented evidence of a systematic program of in-service training at the campus?
 Yes No
- If *Yes*, how is this documented?
 The team reviewed minutes and sign in sheets for the in-service training programs held at the campus.
- 5.29 Is there evidence that appropriate faculty development plans have been developed and implemented annually, including documentation to support completed activities listed on the plans?
 Yes No
- 5.30 Is there evidence that full-time and part-time instructors participate in regularly scheduled faculty meetings?
 Yes No
- 5.31 Is there an adequate core of full- and/or part-time faculty to assure sound direction and continuity of development for the educational programs?
 Yes No
- 5.32 Does the institution utilize contracts and/or agreements with other institutions or entities?
 Yes No

FOR OCCUPATIONAL ASSOCIATE'S, ACADEMIC ASSOCIATE'S, AND BACHELOR'S DEGREES ONLY

- 5.35 Are instructors teaching general education courses assigned in keeping with the minimum requirements as stated in the *Accreditation Criteria*?
 Yes No

FOR ACADEMIC ASSOCIATE'S DEGREES ONLY

- 5.36 Does the program include a minimum of 15 semester, 22.5 quarter hours, or their equivalent in general education courses?
 Yes No
- 5.37 Do the programs' general education courses meet Council standards in that the courses place emphasis on principles and theory not on practical applications associated with a particular occupation?
 Yes No
- 5.38 Are at least one-half of all courses that are part of each associate's degree program taught by faculty members who have graduate degrees, professional degrees, or bachelor's degrees plus professional certification?
 Yes No

FOR BACHELOR'S DEGREES ONLY

- 5.39 Does the program include a minimum of 36 semester hours, 54 quarter hours, or their equivalent in general education courses?
 Yes No
- 5.40 Do the program's general education courses meet Council standards?
 Yes No

- 5.41 Are at least one-half of all lower-division subjects and all upper-division courses that are part of the bachelor's degree program taught by faculty members who have graduate degrees, professional degrees, or bachelor's degrees plus professional certification?
- Yes No

6. EDUCATIONAL FACILITIES

- 6.01 Describe the physical facility of the campus (include details such as campus location, square footage, distribution of space, parking situation and any other pertinent information).

The campus is located on the south side of Chicago between downtown Chicago and the Indiana border and is nearer the Indiana border. The campus is located in a shopping mall and has 34,000 square feet of classrooms, labs, library, student lounge and office space for both administration and faculty. Parking is more than adequate in the shopping mall parking lot. The facility is brightly lit, well configured and is adequate to meet the campuses mission.

- 6.02 Does the campus utilize any additional space locations?
 Yes No
- 6.03 Does the campus utilize campus additions?
 Yes No
- 6.04 Are all facilities (including additional space and campus additions) appropriate for the size of the student population and the programs offered?
 Yes No
- 6.05 Are the following appropriate to support the student population and the programs offered at all locations (including additional space and campus additions)?
- (a) Equipment
 Yes No
- (b) Instructional tools
 Yes No
- (c) Machinery
 Yes No
- 6.06 Is there evidence on file to show that all campus facilities are in compliance with fire, safety, and sanitation regulations?
 Yes No Not Applicable

7. PUBLICATIONS

- 7.01 What catalog was used during the evaluation (please include the year, number, and volume if appropriate)?
 The team reviewed the 2014 academic catalog, volume 32, number 1.
- 7.02 Does the self-study or additional location application part II accurately portray the campus?
 Yes No
- 7.03 Does the campus publish a catalog that is appropriately printed and bound and available to all enrolled students?
 Yes No
- 7.04 Does the catalog contain the following items?
- (a) A table of contents and/or an index.
 Yes No
- (b) An indication of the year or years for which the catalog is effective on the front page or cover page.
 Yes No
- (c) The names and titles of the administrators.
 Yes No
- (d) A statement of legal control which includes the names of trustees, directors, and officers of the corporation.
 Yes No
- (e) A statement of accreditation
 Yes No Not Applicable (initial applicant)
- (f) A mission statement.
 Yes No
- (g) A listing of full-time faculty members which lists all qualifying credentials held along with the awarding institution and the area of teaching specialization.
 Yes No
- (h) An academic calendar.
 Yes No
- (i) A full disclosure of the admission requirements.
 Yes No
- (j) A statement for each curriculum offered that includes a statement of objective or purpose; an accurate and complete listing of all courses in the curriculum with a unique identifying number and title, the credit or clock hours awarded; the total credit or clock hours required to complete the curriculum; any necessary requirements for certification, licensing, or registration needed to work in the field; and any additional requirements that must be met to complete the curriculum.
 Yes No
- (k) A description of each course offered that includes the identifying number, title, credit or clock hours awarded, a concise description of the course contents, and any necessary prerequisites.
 Yes No
- (l) An explanation of the grading system that is consistent with the one that appears on the student transcript.
 Yes No
- (m) A definition of the unit of credit.
 Yes No Not Applicable (The campus does not award credit)
- (n) A complete explanation of the standards of satisfactory academic progress.
 Yes No
- (o) A description of the certificates, diplomas, and/or degrees awarded along with a statement of the requirements necessary for completion of each.
 Yes No
- (p) The transfer of credit policy.
 Yes No
- (q) A statement of the tuition, fees, and any other charges.
 Yes No
- (r) A complete and accurate listing of all scholarships, grants, and/or loans offered.
 Yes No Not Applicable (no scholarships, grants, or loans offered)
- (s) The refund policy.

Yes No

(t) A statement describing the student services offered.

Yes No

(u) A student grievance policy that includes the name and address of ACICS (may be in the student handbook instead of catalog).

Yes No Not Applicable (initial applicants only)

7.05 Does the campus offer degree programs?

Yes No

If Yes, does the catalog contain the following?

(a) An explanation of the course numbering system (for all levels).

Yes No

(b) Identification of courses that satisfy general education requirements (for occupational associate's, academic associate's, and bachelor's degrees only).

Yes No

(c) Identification of courses that satisfy the concentration requirements (for academic associate's and bachelor's degrees only).

Yes No

(d) Identification of courses that satisfy the upper-division (for bachelor's degrees only).

Yes No Not Applicable

7.06 Does the campus offer courses and/or programs via distance education?

Yes No (*Skip to Question 7.07.*)

7.07 Does the catalog contain an addendum/supplement?

Yes No (*Skip to Question 7.08.*)

(a) Is the catalog updated at an appropriate interval (the addendum/supplement should not be used as a substitute for meeting this expectation)?

Yes No

(b) Does the addendum supplement include the school name, location, and effective date for the entire document (or for individual sections if effective dates vary)?

Yes No

(c) Do students receive a copy of the addendum/supplement with the catalog?

Yes No

7.08 Is the catalog available online?

Yes No (*Skip to Question 7.09.*)

If Yes, does it match the hard copy version?

Yes No

7.09 Does the campus utilize a multiple-school catalog?

Yes No (*Skip to Question 7.10.*)

If Yes, answer the following:

(a) Are all campuses using the same catalog of common ownership?

Yes No

(b) Are all photographs utilized properly labeled to identify the location depicted?

Yes No

(c) Are faculty and staff listings properly identified with respect to the campus to which they belong?

Yes No

7.10 Is all advertising and promotional literature, through any type of media (social media, website, newspapers, etc.), truthful and dignified?

Yes No

- 7.11 Is the correct name of the campus listed in all advertising, web postings and promotional literature?
 Yes No
- 7.12 Where does the campus advertise (publications, online, etc.)?
The campus advertises through a variety of outlets including online, television, and radio. They also utilize flyers and brochures on and off campus. In addition, the campus has a multi-campus publication available to the general public entitled the "Westwood 100". This publication highlights the "personal success stories" from 100 Westwood College alumni.
- Are all print and electronic advertisements under acceptable headings?
 Yes No
- 7.13 Does the campus use endorsements, commendations, or recommendations in its advertising?
 Yes No (*Skip to Question 7.14.*)
- If Yes, is there evidence that prior written consent was obtained and that all representations are factual and portraying current conditions?
 Yes No
- 7.14 Does the campus utilize services funded by third parties?
 Yes No (*Skip to Question 7.15.*)
- 7.15 Does the campus avoid offering monetary incentives to attract students and avoid making guarantees for job placement or salary for graduates?
 Yes No
- 7.16 Is the phrase "for those who qualify" properly referenced in all advertising that mentions financial aid?
 Yes No Not Applicable (campus does not participate in financial aid)
- 7.17 What institutional performance information does the campus routinely provide to the public?
The college provides completion rates, graduation rates, retention rates and employment disclosures to the public.
- Where is this information published and how frequently is this information being updated?
This information is provided on the college's website and is updated annually.

8. LIBRARY, INSTRUCTIONAL RESOURCES, AND TECHNOLOGY

FOR ALL PROGRAMS

- 8.01 Does the campus develop an adequate base of library resources?
 Yes No
- 8.02 Does the campus ensure access of library resources to all faculty and students, including students at nonmain campuses?
 Yes No
- 8.03 Does the campus provide training and support to faculty and students in utilizing library resources as an integral part of the learning process?
 Yes No
- 8.04 Are adequate staff provided to support the development, organization of the collection, and access of library resources?
 Yes No
- 8.05 Describe how the campus develops continuous assessment strategies for resources and information services?
 The librarian makes regular requests of faculty and staff during scheduled campus meetings to assess resource and information services need. Faculty indicate that the librarian is very responsive to their needs for resources and information services.
- Are these methods appropriate?
 Yes No
- 8.06 Is the library staff adequately trained to support the library?
 Yes No

FOR OCCUPATIONAL ASSOCIATE'S, ACADEMIC ASSOCIATE'S, BACHELOR'S, AND MASTER'S DEGREES ONLY

- 8.07 Is the campus' established annual budget appropriate to the size and scope of the campus and the programs offered, and is the allocation appropriately expended for the purchase of books, periodicals, library equipment, and other resource and reference materials?
 Yes No
- 8.08 What is the amount of the current year's library budget excluding personnel allocations?
 The current year's library budget is: \$7200.00 (\$600/month).
- 8.09 What portion of the current year's library budget has been spent and how has the money been allocated?
 To date \$1800 of the \$7200 yearly library budget has been spent. This money has been allocated for physical books and periodicals.
- 8.10 Is there evidence that the faculty have major involvement in the selection of library resources?
 Yes No
- 8.11 Are the library hours adequate to accommodate the needs of all students?
 Yes No

FOR ACADEMIC ASSOCIATE'S, BACHELOR'S, AND MASTER'S DEGREES ONLY

- 8.12 Describe how the faculty inspire, motivate, and direct student usage of the library resources?
 Students receive library training as part of the PDEV111 Success Strategies course, typically taken in the first quarter of school. In addition, faculty use projects based on library resources as a regular feature of program curriculum.
- Are these methods appropriate?
 Yes No

- 8.13 Is the Dewey Decimal, Library of Congress, or other appropriate system of classification used to organize the library materials?
 Yes No
- 8.14 Are records of physical and/or online resources and circulation accurate and up to date?
 Yes No
- 8.15 If interlibrary agreements are in effect, are the provisions appropriate, do they ensure practical use and accessibility to the students, and is evidence of student use documented?
 Yes No Not Applicable (no interlibrary agreements)

If *No*, insert the section number in parentheses and explain:

Yes, there is an interlibrary agreement in place, however it has yet to be utilized by students at this time. The agreement is in effect with the Consortium of Academic and Research Libraries of Illinois (CARLI), which gives students free borrowing privileges from the majority of Illinois' academic libraries. The provisions of the agreement are appropriate, and the resources are accessible to students. There is no evidence of student use of these resources documented, however, since students have not yet used them. According to the campus librarian, Ms. Elizabeth Samaniego, because of a strong campus library and convenient access to the resources at the Calumet City Library and the Lansing Public Library, both within walking distance of the campus, there is no demand for these resources.

- 8.16 Describe any full-text online collections available to students.
 Full-text online collections available for students include, Britannica Online, eBooks on EBSCOhost, Films on Demand, LexisNexis Academic, lynda.com, Points of View Reference Center, ProQuest, Statistical Ready Reference, and STAT!Ref.
- 8.17 Are the library physical holdings and /or full-text online collections up to date and adequate for the size of the campus and the breadth of and enrollment in its educational programs?
 Yes No
- 8.18 Does the library collection include holdings in the humanities, arts, social sciences, and sciences, including mathematics?
 Yes No

FOR ACADEMIC ASSOCIATE'S AND BACHELOR'S DEGREES ONLY

- 8.19 Who is the on-site librarian, what are this person's qualifications, and what are his or her hours on-site?
 Ms. Elizabeth Samaniego is the on-site librarian. Ms. Samaniego holds a master's in Library and Information Science from Dominican University in River Forest, Illinois. Ms. Samaniego is available during regular library hours on Monday and Wednesday (7:30 am to 9:00 pm), Tuesday and Thursday (8:30 am to 9:00 pm), and Friday (8:30 am to 7:00 pm). She is also available for students and faculty by email and phone.
- Does this individual:
- (a) Supervise and manage the library and instructional resources?
 Yes No
- (b) Facilitate the integration of instructional resources into all phases of the campus's curricular and educational offerings?
 Yes No
- (c) Assist students in the use of instructional resources?
 Yes No
- 8.20 Are all individuals who supervise the library and assist students with library functions well-trained and competent in both using and aiding in the use of the library technologies and resources?
 Yes No
- 8.21 Have library staff transcripts from campuses not accredited by agencies recognized by the United States Department of Education been translated into English and evaluated by a member of the National Association of Credential Evaluation Services (NACES) or the Association of International Credential Evaluators (AICE) to determine the equivalency of the degrees to degrees awarded by campuses in the United States?
 Yes No Not Applicable (staff do not hold foreign credentials)

- 8.22 Is documentation on file to reflect the librarian's participation in professional growth activities?
 Yes No
- 8.23 Are the hours the library is open adequate to accommodate the needs of all students?
 Yes No
- 8.24 Does the library make available appropriate reference, research, and information resources to provide basic support for curricular and educational offerings and to enhance student learning?
 Yes No

FOR NONDEGREE PROGRAMS ONLY

- 8.25 Are appropriate reference materials and periodicals available for all programs offered?
 Yes No
- 8.26 Are the instructional resources organized for easy access, usage, and preservation?
 Yes No
- 8.27 Is there a current inventory of instructional resources?
 Yes No
- 8.28 Does the campus have appropriate and sufficient instructional resources, equipment, and materials to meet its educational program objectives and the needs of its students?
 Yes No

9. PROGRAM EVALUATION

Bachelor's in Business Administration Healthcare Management

FOR ALL PROGRAMS

- 9.01 Is licensure, certification or registration required to practice in the specific career field?
 Yes No (*Skip to question 9.02*)
- 9.02 Who is assigned to administer the academic program(s), and what are this person's qualifications?
 Ms. Sheila Roe-Boston program chair is assigned to administer the Health Care Management program. She is a member of the Illinois Education Association/National Education Association. She holds a master's degree in Human Resource Management and Business Management from Keller Graduate School of Management at DeVry University. She also holds a bachelor's degree in Communication from Northern Illinois University. Prior to becoming a program chair she worked as an instructor in the General Education and Business programs. She reports directly to the the academic dean.
- 9.03 Does this individual possess appropriate academic or experiential qualifications?
 Yes No
- 9.04 Is there evidence that the program administrator has sufficient authority and responsibility for the development and administration of the educational program(s)?
 Yes No
- 9.05 Are the time and resources devoted to the administration of the educational program(s) sufficient?
 Yes No
- 9.06 Does the program meet the needs of its students and the requirements of the Council, as shown by student achievement outcomes which meet or exceed- the standards for the following areas:
 (a) Student retention rate of 65% (programs >1 year in length) OR 70% (programs ≤ 1 year in length)?
 Yes No Not Applicable (Additional Location Inclusion only)
 (b) Student placement rate of 70%?
 Yes No Not Applicable (Additional Location Inclusion only)
- 9.07 List the community resources and describe how they are utilized to enrich the program(s).
 The program has strong community support from its Program Advisory Committee (PAC) members as evidenced by the 13 members in attendance at the November 15, 2013 PAC meeting.
- 9.08 Is the utilization of community resources sufficient to enrich the program?
 Yes No
- 9.09 Does the curriculum evidence a well-organized sequence of appropriate subjects leading to an occupational objective, an academic credential, or both?
 Yes No
- 9.10 Does the catalog and/or other advertising material such as brochures and web site, accurately describe the program and its objectives?
 Yes No
- 9.11 For programs that include practica, externships, or internships, does the institution have a written and mutually signed agreement that outlines the arrangement between the institution and the practicum site, including specific learning objectives, course requirements, and evaluation criteria?

Yes No Not Applicable (these elements are not part of the program *or* no student is at the point of needing them)

9.12 Does the program use independent studies?

Yes No (*Skip to question 9.14*)

9.14 Are the curriculum and length of the program appropriate to meet the educational and placement objectives of the program?

Yes No

9.15 Are course prerequisites appropriate, are they identified in the catalog and on the course syllabi, and are they being followed?

Yes No

9.16 Is an appropriately detailed syllabus on file for each course that includes:

(a) Title and course descriptions

Yes No

(b) Course numbers

Yes No

(c) Course prerequisites and/or corequisites

Yes No

(d) Instructional contact hours/credits

Yes No

(e) Learning objectives

Yes No

(f) Instructional materials and references

Yes No

(g) Topical outline of the course

Yes No

(h) Instructional methods

Yes No

(i) Assessment criteria

Yes No

(j) Method of evaluating students

Yes No

(k) Date the syllabus was last reviewed

Yes No

For Title IV participant campuses that have lecture courses in credit hour programs or clock-to-credit hour programs only:

(l) Out-of-class work assignments that support the learning objectives for the course

Yes No Not Applicable (Additional Location Inclusion OR clock hour program)

(m) A description of the minimum amount of time a student is expected to spend on completion of the work assignments

Yes No Not Applicable (Additional Location Inclusion OR clock hour program)

9.17 Do students confirm that they receive a course syllabus and that it is followed?

Yes No

9.18 Are the courses available when needed by the student in the normal pursuit of a program of study?

Yes No

9.19 Was the team able to verify the backup documentation to support the placement rate for the program(s) as reported on the last Campus Accountability Report submitted to the Council?

Yes No Not Applicable (there have been no graduates)

How many calls to employers or graduates were attempted?

For the bachelor's degree program in Business Administration Healthcare Management: seven calls were attempted.

How many calls to employers or graduates were successful?

Three calls were successful.

How many of the successful contacts confirmed the employment of the graduate as reported on the CAR? Please explain any discrepancy between the number of successful contacts and confirmations.

Three calls confirmed the employment of the graduates.

- 9.20 Was documentation on file to verify graduates classified on the CAR as “not available for placement”?
 Yes No Not Applicable

FOR NEW GRANTS AND INITIAL GRANTS ONLY

- 9.21 Does the campus participate in Title IV financial aid?
 Yes No (*Skip to question 9.24*)
- 9.22 Does the campus’ written procedures (as evidenced by their academic credit analysis) support the written policy and definition of a credit hour as defined by the U.S. Department of Education for Title IV funding?
 Yes No Not Applicable (Clock hour programs only)
- 9.23 Is there evidence that out-of-class work or the equivalency is being evaluated?
 Yes No Not Applicable (Clock hour programs only)

If Yes, briefly describe the documentation of evaluation viewed on site.

Several samples of student homework were provided to the team.

FOR ALL VISITS

- 9.24 Are the following appropriate to adequately support the number and nature of the program?
- (a) Facilities.
 Yes No
- (b) Instructional equipment.
 Yes No
- (c) Resources.
 Yes No
- (d) Personnel.
 Yes No
- 9.25 Are the following elements appropriately incorporated into the instructional components of the program?
- (a) Systematic planning.
 Yes No
- (b) Well-defined instructional objectives.
 Yes No
- (c) The selection and use of appropriate and current learning materials.
 Yes No
- (d) Appropriate modes of instructional delivery.
 Yes No
- (e) The use of appropriate assessment strategies.
 Yes No
- (f) The use of appropriate experiences.
 Yes No

FOR NONDEGREE PROGRAMS, OCCUPATIONAL ASSOCIATE’S, ACADEMIC ASSOCIATE’S, AND BACHELOR’S DEGREES ONLY

- 9.27 Do the faculty members’ qualifications meet the minimum requirements outlined in the *Accreditation Criteria*, and are their qualifications academically and experientially appropriate to the subject matter they teach and the level of the credential awarded?
 Yes No

- 9.28 Is the size of the faculty appropriate to the total student enrollment?
 Yes No

FOR OCCUPATIONAL ASSOCIATE'S, ACADEMIC ASSOCIATE'S, BACHELOR'S AND MASTER'S DEGREES ONLY

- 9.29 Is an adequate core of full- and part-time faculty employed to ensure sound direction and continuity of development for the program?
 Yes No

FOR ACADEMIC ASSOCIATE'S, BACHELOR'S, AND MASTER'S, DEGREES ONLY

- 9.30 Are teaching loads reasonable?
 Yes No

FOR BACHELOR'S DEGREES ONLY

- 9.43 Is the number of hours required to complete the program at least 120 semester hours, 180 quarter hours, or their equivalent, earned over a period of eight semesters, 12 quarters, or the equivalent?
 Yes No
- 9.44 Is there a minimum of 60 semester hours, 90 quarter hours, or their equivalent in courses within the area of concentration?
 Yes No
- 9.45 If the institution offers only the last two years of the bachelor's degree program, do the catalog and all advertising materials clearly describe the requirements for admission?
 Yes No Not Applicable (institution offers all four years of the degree)
- 9.46 Does the curriculum quantitatively and qualitatively approximate the standards at other collegiate institutions offering the same degree?
 Yes No
- 9.47 Is enrollment in the third and fourth years of the bachelor's program sufficient to support regularly scheduled classes and laboratory work?
 Yes No Not Applicable (no students in the third and fourth years)
- 9.48 Are the third- and fourth-year courses based upon appropriate prerequisites?
 Yes No

9. PROGRAM EVALUATION

Bachelor of Applied Science in Business Administration: Majors in Accounting

Bachelors of Applied Science in Business Administration: Marketing Management

FOR ALL PROGRAMS

- 9.01 Is licensure, certification or registration required to practice in the specific career field?
 Yes No (*Skip to question 9.02*)
- 9.02 Who is assigned to administer the academic program(s), and what are this person's qualifications?
 Ms. Sheila Roe-Boston is the program chair for both General Education and the School of Business. She holds a bachelor's in Communications from Northern Illinois University and an master's of Business Administration and master's of Human Resource Management from the Keller Graduate School of Management at DeVry University. Ms. Roe-Boston also has more than 15 years of private sector experience as the owner and C.E.O. of Boston Custom Design. She sits on several system-wide committees, such as curriculum, and enjoys the opportunity to help with program development.
- 9.03 Does this individual possess appropriate academic or experiential qualifications?
 Yes No
- 9.04 Is there evidence that the program administrator has sufficient authority and responsibility for the development and administration of the educational program(s)?
 Yes No
- 9.05 Are the time and resources devoted to the administration of the educational program(s) sufficient?
 Yes No
- 9.06 Does the program meet the needs of its students and the requirements of the Council, as shown by student achievement outcomes which meet or exceed- the standards for the following areas:
 (a) Student retention rate of 65% (programs >1 year in length) OR 70% (programs ≤ 1 year in length)?
 Yes No Not Applicable (Additional Location Inclusion only)
 (b) Student placement rate of 70%?
 Yes No Not Applicable (Additional Location Inclusion only)
- 9.07 List the community resources and describe how they are utilized to enrich the program(s).
 Westwood College offers a comprehensive set of community resources in which business students can participate including a program advisory board, IT tech squad, veterans resource fairs, job fairs, financial seminars, employment mock interviews, a variety of field trips, and volunteer opportunities with a variety of organizations such as JenCare Neighborhood Medical Centers. These resources offer significant opportunities for Westwood College business students to engage with and gain experience in the real world.
- 9.08 Is the utilization of community resources sufficient to enrich the program?
 Yes No
- 9.09 Does the curriculum evidence a well-organized sequence of appropriate subjects leading to an occupational objective, an academic credential, or both?
 Yes No
- 9.10 Does the catalog and/or other advertising material such as brochures and web site, accurately describe the program and its objectives?
 Yes No
- 911 For programs that include practica, externships, or internships, does the institution have a written and mutually signed agreement that outlines the arrangement between the institution and the practicum site, including specific learning objectives, course requirements, and evaluation criteria?

Yes No Not Applicable (these elements are not part of the program *or* no student is at the point of needing them)

9.12 Does the program use independent studies?

Yes No (*Skip to question 9.14*)

9.13 Are independent studies used appropriately, and is there a contract signed by the student and the institution that meets Council standards?

Yes No

9.14 Are the curriculum and length of the program appropriate to meet the educational and placement objectives of the program?

Yes No

9.15 Are course prerequisites appropriate, are they identified in the catalog and on the course syllabi, and are they being followed?

Yes No

9.16 Is an appropriately detailed syllabus on file for each course that includes:

(a) Title and course descriptions

Yes No

(b) Course numbers

Yes No

(c) Course prerequisites and/or corequisites

Yes No

(d) Instructional contact hours/credits

Yes No

(e) Learning objectives

Yes No

(f) Instructional materials and references

Yes No

(g) Topical outline of the course

Yes No

(h) Instructional methods

Yes No

(i) Assessment criteria

Yes No

(j) Method of evaluating students

Yes No

(k) Date the syllabus was last reviewed

Yes No

For Title IV participant campuses that have lecture courses in credit hour programs or clock-to-credit hour programs only:

(l) Out-of-class work assignments that support the learning objectives for the course

Yes No Not Applicable (Additional Location Inclusion OR clock hour program)

(m) A description of the minimum amount of time a student is expected to spend on completion of the work assignments

Yes No Not Applicable (Additional Location Inclusion OR clock hour program)

9.17 Do students confirm that they receive a course syllabus and that it is followed?

Yes No

9.18 Are the courses available when needed by the student in the normal pursuit of a program of study?

Yes No

9.19 Was the team able to verify the backup documentation to support the placement rate for the program(s) as reported on the last Campus Accountability Report submitted to the Council?

Yes No Not Applicable (there have been no graduates)

How many calls to employers or graduates were attempted?

There were five calls attempted for the bachelor's degree program in Business Administration and in the bachelor's degree in Accounting five calls were attempted.

How many calls to employers or graduates were successful?

Two calls were completed in the Business Administration and no calls were completed in the bachelor's of Accounting program.

How many of the successful contacts confirmed the employment of the graduate as reported on the CAR? Please explain any discrepancy between the number of successful contacts and confirmations.

There were two successful contacts confirmed.

- 9.20 Was documentation on file to verify graduates classified on the CAR as "not available for placement"?
- Yes No Not Applicable

FOR NEW GRANTS AND INITIAL GRANTS ONLY

- 9.21 Does the campus participate in Title IV financial aid?
- Yes No (Skip to question 9.24)

- 9.22 Does the campus' written procedures (as evidenced by their academic credit analysis) support the written policy and definition of a credit hour as defined by the U.S. Department of Education for Title IV funding?
- Yes No Not Applicable (Clock hour programs only)

- 9.23 Is there evidence that out-of-class work or the equivalency is being evaluated?
- Yes No Not Applicable (Clock hour programs only)

If Yes, briefly describe the documentation of evaluation viewed on site.

The team reviewed assignments that are handed in, the instructors generally use in-class quizzes, mid-term and final exams, and the level and quality of student discussion participation to assess whether students are doing their homework.

FOR ALL VISITS

- 9.24 Are the following appropriate to adequately support the number and nature of the program?

(a) Facilities.

Yes No

(b) Instructional equipment.

Yes No

(c) Resources.

Yes No

(d) Personnel.

Yes No

- 9.25 Are the following elements appropriately incorporated into the instructional components of the program?

(a) Systematic planning.

Yes No

(b) Well-defined instructional objectives.

Yes No

(c) The selection and use of appropriate and current learning materials.

Yes No

(d) Appropriate modes of instructional delivery.

Yes No

(e) The use of appropriate assessment strategies.

Yes No

(f) The use of appropriate experiences.

Yes No

FOR NONDEGREE PROGRAMS, OCCUPATIONAL ASSOCIATE'S, ACADEMIC ASSOCIATE'S, AND BACHELOR'S DEGREES ONLY

- 9.27 Do the faculty members' qualifications meet the minimum requirements outlined in the *Accreditation Criteria*, and are their qualifications academically and experientially appropriate to the subject matter they teach and the level of the credential awarded?
 Yes No
- 9.28 Is the size of the faculty appropriate to the total student enrollment?
 Yes No

FOR OCCUPATIONAL ASSOCIATE'S, ACADEMIC ASSOCIATE'S, BACHELOR'S AND MASTER'S DEGREES ONLY

- 9.29 Is an adequate core of full- and part-time faculty employed to ensure sound direction and continuity of development for the program?
 Yes No

FOR ACADEMIC ASSOCIATE'S, BACHELOR'S, AND MASTER'S, DEGREES ONLY

- 9.30 Are teaching loads reasonable?
 Yes No

FOR BACHELOR'S DEGREES ONLY

- 9.43 Is the number of hours required to complete the program at least 120 semester hours, 180 quarter hours, or their equivalent, earned over a period of eight semesters, 12 quarters, or the equivalent?
 Yes No
- 9.44 Is there a minimum of 60 semester hours, 90 quarter hours, or their equivalent in courses within the area of concentration?
 Yes No
- 9.45 If the institution offers only the last two years of the bachelor's degree program, do the catalog and all advertising materials clearly describe the requirements for admission?
 Yes No Not Applicable (institution offers all four years of the degree)
- 9.46 Does the curriculum quantitatively and qualitatively approximate the standards at other collegiate institutions offering the same degree?
 Yes No
- 9.47 Is enrollment in the third and fourth years of the bachelor's program sufficient to support regularly scheduled classes and laboratory work?
 Yes No Not Applicable (no students in the third and fourth years)
- 9.48 Are the third- and fourth-year courses based upon appropriate prerequisites?
 Yes No

GENERAL COMMENTS:

The team learned from the program chair tha the Accounting program is being taught out. The three remaining students should graduate at the end of the January 2014 term. Students commented on their desire to have more practical, hands-on experiences in their courses rather than relying so much on textbooks and lectures. First year students, in particular, said they were satisfied with the college thus far. Syllabi and professional development plans appear to be composed primarily of boilerplate language that may not always suit the requirements of individual courses and instructors.

Since the business program results in Bachelor's of Applied Science degree, the program would benefit from a required internship or externship and service learning activities or other practical experiences that would reinforce the skills students learned in the courses and provide them with a taste of real world employment. The program would benefit from standardized rubrics for the major assignments (projects) in each

course that have been developed, vetted, and implemented throughout the program and that could be provided to students to facilitate their work and alleviate concerns about fairness in grading.

9. PROGRAM EVALUATION

Bachelor of Applied Science in Criminal Justice: Major in Administration

FOR ALL PROGRAMS

- 9.01 Is licensure, certification or registration required to practice in the specific career field?
 Yes No (Skip to question 9.02)
- 9.02 Who is assigned to administer the academic program(s), and what are this person's qualifications?
 Mr. Stephen Kashirsky is to administer the bachelor's of applied science degree in Criminal Justice: major in Administration. Mr. Kashirsky holds a master's in Criminal Justice from the University of Detroit, a master's in Physical Education from Indiana University, and a bachelor's in Upper Grade Teaching from Chicago Teacher's College. Mr. Kashirsky is an instructor for South Suburban College where he began teaching in 2003, he has also been a Loss Prevention Agent for Carson Piere Scott, and he is currently still employed with the company. Mr. Kashirsky started as an instructor for Westwood College in 2004. Mr. Kashirsky retired as a Special Agent for the Federal Bureau of Investigations.
- 9.03 Does this individual possess appropriate academic or experiential qualifications?
 Yes No
- 9.04 Is there evidence that the program administrator has sufficient authority and responsibility for the development and administration of the educational program(s)?
 Yes No
- 9.05 Are the time and resources devoted to the administration of the educational program(s) sufficient?
 Yes No
- 9.06 Does the program meet the needs of its students and the requirements of the Council, as shown by student achievement outcomes which meet or exceed the standards for the following areas:
 (a) Student retention rate of 65% (programs >1 year in length) OR 70% (programs ≤ 1 year in length)?
 Yes No Not Applicable (Additional Location Inclusion only)
 (b) Student placement rate of 70%?
 Yes No Not Applicable (Additional Location Inclusion only)
- 9.07 List the community resources and describe how they are utilized to enrich the program(s).
 The Criminal Justice program at Westwood College's River Oaks campus has direct relationships with local, state, and federal law enforcement agencies. Students go on field trips and attend seminars within the community to reinforce what they learn in the class room. Students have guest speakers every month from career-related professionals who work in the field.
- 9.08 Is the utilization of community resources sufficient to enrich the program?
 Yes No
- 9.09 Does the curriculum evidence a well-organized sequence of appropriate subjects leading to an occupational objective, an academic credential, or both?
 Yes No
- 9.10 Does the catalog and/or other advertising material such as brochures and web site, accurately describe the program and its objectives?
 Yes No
- 9.11 For programs that include practica, externships, or internships, does the institution have a written and mutually signed agreement that outlines the arrangement between the institution and the practicum site, including specific learning objectives, course requirements, and evaluation criteria?
 Yes No Not Applicable (these elements are not part of the program or no student is at the point of needing them)

- 9.12 Does the program use independent studies?
 Yes No (*Skip to question 9.14*)
- 9.13 Are independent studies used appropriately, and is there a contract signed by the student and the institution that meets Council standards?
 Yes No
- 9.14 Are the curriculum and length of the program appropriate to meet the educational and placement objectives of the program?
 Yes No
- 9.15 Are course prerequisites appropriate, are they identified in the catalog and on the course syllabi, and are they being followed?
 Yes No
- 9.16 Is an appropriately detailed syllabus on file for each course that includes:
- (a) Title and course descriptions
 Yes No
 - (b) Course numbers
 Yes No
 - (c) Course prerequisites and/or corequisites
 Yes No
 - (d) Instructional contact hours/credits
 Yes No
 - (e) Learning objectives
 Yes No
 - (f) Instructional materials and references
 Yes No
 - (g) Topical outline of the course
 Yes No
 - (h) Instructional methods
 Yes No
 - (i) Assessment criteria
 Yes No
 - (j) Method of evaluating students
 Yes No
 - (k) Date the syllabus was last reviewed
 Yes No
- For Title IV participant campuses that have lecture courses in credit hour programs or clock-to-credit hour programs only:***
- (l) Out-of-class work assignments that support the learning objectives for the course
 Yes No Not Applicable (Additional Location Inclusion OR clock hour program)
 - (m) A description of the minimum amount of time a student is expected to spend on completion of the work assignments
 Yes No Not Applicable (Additional Location Inclusion OR clock hour program)
- 9.17 Do students confirm that they receive a course syllabus and that it is followed?
 Yes No
- 9.18 Are the courses available when needed by the student in the normal pursuit of a program of study?
 Yes No
- 9.19 Was the team able to verify the backup documentation to support the placement rate for the program(s) as reported on the last Campus Accountability Report submitted to the Council?
 Yes No Not Applicable (there have been no graduates)

How many calls to employers or graduates were attempted?

Five calls to employers or graduates were attempted.

How many calls to employers or graduates were successful?

Three calls to employers or graduates were successful.

How many of the successful contacts confirmed the employment of the graduate as reported on the CAR? Please explain any discrepancy between the number of successful contacts and confirmations.

Three of three successful contacts confirmed the employment of the graduate as reported on the CAR

- 9.20 Was documentation on file to verify graduates classified on the CAR as “not available for placement”?
- Yes No Not Applicable

FOR NEW GRANTS AND INITIAL GRANTS ONLY

- 9.21 Does the campus participate in Title IV financial aid?
- Yes No (Skip to question 9.24)
- 9.22 Does the campus' written procedures (as evidenced by their academic credit analysis) support the written policy and definition of a credit hour as defined by the U.S. Department of Education for Title IV funding?
- Yes No Not Applicable (Clock hour programs only)
- 9.23 Is there evidence that out-of-class work or the equivalency is being evaluated?
- Yes No Not Applicable (Clock hour programs only)

If Yes, briefly describe the documentation of evaluation viewed on site.

The team was able to review documentation provided by the campus in the program binder that verifies homework is assigned, graded and is part of the student's quarterly grade.

FOR ALL VISITS

- 9.24 Are the following appropriate to adequately support the number and nature of the program?
- (a) Facilities.
 Yes No
- (b) Instructional equipment.
 Yes No
- (c) Resources.
 Yes No
- (d) Personnel.
 Yes No
- 9.25 Are the following elements appropriately incorporated into the instructional components of the program?
- (a) Systematic planning.
 Yes No
- (b) Well-defined instructional objectives.
 Yes No
- (c) The selection and use of appropriate and current learning materials.
 Yes No
- (d) Appropriate modes of instructional delivery.
 Yes No
- (e) The use of appropriate assessment strategies.
 Yes No
- (f) The use of appropriate experiences.
 Yes No

If

FOR NONDEGREE PROGRAMS, OCCUPATIONAL ASSOCIATE'S, ACADEMIC ASSOCIATE'S, AND BACHELOR'S DEGREES ONLY

9.27 Do the faculty members' qualifications meet the minimum requirements outlined in the *Accreditation Criteria*, and are their qualifications academically and experientially appropriate to the subject matter they teach and the level of the credential awarded?
 Yes No

9.28 Is the size of the faculty appropriate to the total student enrollment?
 Yes No

FOR OCCUPATIONAL ASSOCIATE'S, ACADEMIC ASSOCIATE'S, BACHELOR'S AND MASTER'S DEGREES ONLY

9.29 Is an adequate core of full- and part-time faculty employed to ensure sound direction and continuity of development for the program?
 Yes No

FOR ACADEMIC ASSOCIATE'S, BACHELOR'S, AND MASTER'S, DEGREES ONLY

9.30 Are teaching loads reasonable?
 Yes No

FOR BACHELOR'S DEGREES ONLY

9.43 Is the number of hours required to complete the program at least 120 semester hours, 180 quarter hours, or their equivalent, earned over a period of eight semesters, 12 quarters, or the equivalent?
 Yes No

9.44 Is there a minimum of 60 semester hours, 90 quarter hours, or their equivalent in courses within the area of concentration?
 Yes No

9.45 If the institution offers only the last two years of the bachelor's degree program, do the catalog and all advertising materials clearly describe the requirements for admission?
 Yes No Not Applicable (institution offers all four years of the degree)

9.46 Does the curriculum quantitatively and qualitatively approximate the standards at other collegiate institutions offering the same degree?
 Yes No

9.47 Is enrollment in the third and fourth years of the bachelor's program sufficient to support regularly scheduled classes and laboratory work?
 Yes No Not Applicable (no students in the third and fourth years)

9.48 Are the third- and fourth-year courses based upon appropriate prerequisites?
 Yes No

9. PROGRAM EVALUATION

Associate's of Applied Science in Construction Management

Bachelor's of Applied Science in Construction Management

Bachelor's of Applied Science in Graphic Design/Animation

Bachelor's of Applied Science in Graphic Design/Game Art

Bachelor's of Applied Science in Graphic Design/Visual Communications

Associate's of Applied Science in Computer Aided Design/Architectural Drafting

Associate's of Applied Science in Graphic Design

Bachelor's of Applied Science in Software Development/Game Software Development

FOR ALL PROGRAMS

9.01 Is licensure, certification or registration required to practice in the specific career field?
 Yes No (*Skip to question 9.02*)

9.02 Who is assigned to administer the academic program(s), and what are this person's qualifications?

Mr. Kevin Connaughton is the program chair for the Design department. This department includes an associate's of applied science degree in Graphic Design and Computer Aided Design/Architectural Drafting; a bachelor's of applied science degrees in Animation, Game Art, Visual Communications. Mr. Connaughton holds a bachelor's degree in Art from Columbia College in Chicago, Illinois; a master's degree in Art from St. Xavier University in Chicago, Illinois. Mr. Connaughton worked as a teachers aide from 1997-2000 at Columbia College-Chicago; student teacher at Joliet Central High School from January 2006 to May 2006; as a Graphic Designer/Draftsman for Prierma Engineer from August 2000 to September 2005. He has taught and is still teaching part time at the University of Phoenix from May 2008 to the present; and instructor/program chair at Westwood College.-Chicago, Illinois from October 2006 to the present.

Mr. Richard T. Dixon is the program chair for the School of Technology department. This department includes an associate's of applied science and a bachelor's of applied science in Construction Management. Mr. Dixon hold certificates from Cisco in Certified Network Associate-CCNA1 and, Network Basics, CCNA2 Routers/Routing Basics, CCNA-Accessing WAN, and CompTIA Linux +. Mr. Dixon worked for LTV Steel Corporation as manager of computer and networking department from June 1994 to February 2002. He taught at DeVry/Keller from June, 2001 to the present as an adjunct faculty, fulltime faculty, and program chair at Westwood College from October 2002 to the present.

9.03 Does this individual possess appropriate academic or experiential qualifications?
 Yes No

9.04 Is there evidence that the program administrator has sufficient authority and responsibility for the development and administration of the educational program(s)?
 Yes No

9.05 Are the time and resources devoted to the administration of the educational program(s) sufficient?
 Yes No

9.06 Does the program meet the needs of its students and the requirements of the Council, as shown by student achievement outcomes which meet or exceed- the standards for the following areas:

(a) Student retention rate of 65% (programs >1 year in length) OR 70% (programs ≤ 1 year in length)?

Yes No Not Applicable (Additional Location Inclusion only)

(b) Student placement rate of 70%?

Yes No Not Applicable (Additional Location Inclusion only)

If *No*, does the campus provide one of the following:

A Campus Effectiveness Plan (CEP) that includes an improvement plan for this program with data, analysis and activities to meet or exceed Council requirements?

Yes No

- 9.07 List the community resources and describe how they are utilized to enrich the program(s).
The School of Design and School of Technology programs have numerous companies represented in the Westwood College Program Activities Committee (PAC) meeting which meets twice a year and includes companies doing business primarily in and around Chicago, Illinois. Both programs, have field trips and guest speakers to show the students of the various programs what those companies do and therefore what they require of their employees in the respective fields.
- 9.08 Is the utilization of community resources sufficient to enrich the program?
 Yes No
- 9.09 Does the curriculum evidence a well-organized sequence of appropriate subjects leading to an occupational objective, an academic credential, or both?
 Yes No
- 9.10 Does the catalog and/or other advertising material such as brochures and web site, accurately describe the program and its objectives?
 Yes No
- 9.11 For programs that include practica, externships, or internships, does the institution have a written and mutually signed agreement that outlines the arrangement between the institution and the practicum site, including specific learning objectives, course requirements, and evaluation criteria?
 Yes No Not Applicable (these elements are not part of the program *or* no student is at the point of needing them)
- 9.12 Does the program use independent studies?
 Yes No (*Skip to question 9.14*)
- 9.13 Are independent studies used appropriately, and is there a contract signed by the student and the institution that meets Council standards?
 Yes No
- 9.14 Are the curriculum and length of the program appropriate to meet the educational and placement objectives of the program?
 Yes No
- 9.15 Are course prerequisites appropriate, are they identified in the catalog and on the course syllabi, and are they being followed?
 Yes No
- 9.16 Is an appropriately detailed syllabus on file for each course that includes:
- (a) Title and course descriptions
 Yes No
 - (b) Course numbers
 Yes No
 - (c) Course prerequisites and/or corequisites
 Yes No
 - (d) Instructional contact hours/credits
 Yes No
 - (e) Learning objectives
 Yes No
 - (f) Instructional materials and references
 Yes No

(g) Topical outline of the course

Yes No

(h) Instructional methods

Yes No

(i) Assessment criteria

Yes No

(j) Method of evaluating students

Yes No

(k) Date the syllabus was last reviewed

Yes No

For Title IV participant campuses that have lecture courses in credit hour programs or clock-to-credit hour programs only:

(l) Out-of-class work assignments that support the learning objectives for the course

Yes No Not Applicable (Additional Location Inclusion OR clock hour program)

(m) A description of the minimum amount of time a student is expected to spend on completion of the work assignments

Yes No Not Applicable (Additional Location Inclusion OR clock hour program)

9.17 Do students confirm that they receive a course syllabus and that it is followed?

Yes No

9.18 Are the courses available when needed by the student in the normal pursuit of a program of study?

Yes No

9.19 Was the team able to verify the backup documentation to support the placement rate for the program(s) as reported on the last Campus Accountability Report submitted to the Council?

Yes No Not Applicable (there have been no graduates)

How many calls to employers or graduates were attempted?

The following calls were attempted: associate's of applied science degree in Construction Management:1, bachelor's of applied science in Construction Management:5, associate's of applied science in Graphic Design:3, bachelor's of applied science in Visual Communication:4, and bachelor's of applied science in Animation:3.

How many calls to employers or graduates were successful?

The following calls were successful: associate's of applied science in Construction Management:1, bachelor's of applied science in Construction Management:3, associate's of applied science in Graphic Design:2, bachelor's of applied science in Visual Communication:3 and bachelor's of applied science in Animation:3

How many of the successful contacts confirmed the employment of the graduate as reported on the CAR? Please explain any discrepancy between the number of successful contacts and confirmations.

The following were confirmed in each program: associate's of applied science in Construction Management:1, bachelor's of applied science in Construction Management:1, associate's of applied science in Graphic Design:1, bachelor's of applied science in Visual Communication:1 and bachelor's of applied science in Animation:1

If No, insert "Section 3-1-303(a)" in parentheses and explain:

(Section 3-1-303 (a)): The team was unable to verify the placement on the 2013 CAR:

1. The bachelor's degree program in Construction Management reported Mr. Patrick Kitchin as working in field when he is employed by American House Development as a Carpenter.

2 The bachelor's degree program in Construction Management reported Mr. Marcus Salter as working in field when he is employed by Salter's Decorating Services as a Painter.

3. The associate degree program in Graphic Design reported Mr. erin Fuchion as working in the field when he is employed by CD One Price Cleaners as a Counter/Customer Service person.

4. The bachelor's degree program in Visual Communications reported Ms. Kierra Sims as working in the field when she is employed by Southside Autobath as a Hand Car Washer & Detailer

5. The bachelor's degree program in Visual Communications reported Ms. Tara Werner as working in the field when she is employed by Pier 1 Imports as a Sales Associate

6. The bachelor's degree program in Animation reported Mr. Blake Fletcher as working in the field when he is employed by Advocate South Suburbon Hospital as a Food and Nutrition Services Aid.

7. The bachelor's degree program in Animation reported Mr. Robert Houston as working in the field when he is employed by Apple One-Chicago as a Specialist-Guest Relations/Hospitality, rate as reported in the 2013 CAR.

- 9.20 Was documentation on file to verify graduates classified on the CAR as "not available for placement"?
 Yes No Not Applicable

FOR NEW GRANTS AND INITIAL GRANTS ONLY

- 9.21 Does the campus participate in Title IV financial aid?
 Yes No (*Skip to question 9.24*)
- 9.22 Does the campus' written procedures (as evidenced by their academic credit analysis) support the written policy and definition of a credit hour as defined by the U.S. Department of Education for Title IV funding?
 Yes No Not Applicable (Clock hour programs only)
- 9.23 Is there evidence that out-of-class work or the equivalency is being evaluated?
 Yes No Not Applicable (Clock hour programs only)

If Yes, briefly describe the documentation of evaluation viewed on site.

The team reviewed current syllabi and homework submitted during the current term. The instructors provided the assignments and the team reviewed the homework and grading.

FOR ALL VISITS

- 9.24 Are the following appropriate to adequately support the number and nature of the program?
- (a) Facilities.
 Yes No
- (b) Instructional equipment.
 Yes No
- (c) Resources.
 Yes No
- (d) Personnel.
 Yes No
- 9.25 Are the following elements appropriately incorporated into the instructional components of the program?
- (a) Systematic planning.
 Yes No
- (b) Well-defined instructional objectives.
 Yes No
- (c) The selection and use of appropriate and current learning materials.
 Yes No
- (d) Appropriate modes of instructional delivery.
 Yes No
- (e) The use of appropriate assessment strategies.
 Yes No
- (f) The use of appropriate experiences.
 Yes No

FOR NONDEGREE PROGRAMS, OCCUPATIONAL ASSOCIATE'S, ACADEMIC ASSOCIATE'S, AND BACHELOR'S DEGREES ONLY

- 9.27 Do the faculty members' qualifications meet the minimum requirements outlined in the *Accreditation Criteria*, and are their qualifications academically and experientially appropriate to the subject matter they teach and the level of the credential awarded?

Yes No

9.28 Is the size of the faculty appropriate to the total student enrollment?

Yes No

FOR OCCUPATIONAL ASSOCIATE'S, ACADEMIC ASSOCIATE'S, BACHELOR'S AND MASTER'S DEGREES ONLY

9.29 Is an adequate core of full- and part-time faculty employed to ensure sound direction and continuity of development for the program?

Yes No

FOR ACADEMIC ASSOCIATE'S, BACHELOR'S, AND MASTER'S, DEGREES ONLY

9.30 Are teaching loads reasonable?

Yes No

FOR ACADEMIC ASSOCIATE'S DEGREES ONLY

9.38 Is the number of hours required to complete the program at least 60 semester hours, 90 quarter hours, or their equivalent, earned over a period of four semesters, six quarters, or the equivalent?

Yes No

9.39 Is there a minimum of 30 semester hours, 45 quarter hours, or their equivalent in courses within the area of concentration?

Yes No

9.40 Does the curriculum quantitatively and qualitatively approximate the standards at other collegiate institutions offering the same degree?

Yes No

9.41 Is enrollment in the second academic year of the two-year program sufficient to support regularly scheduled classes?

Yes No Not Applicable (no students in the second year)

9.42 Are the second-year courses based upon appropriate first-year prerequisites?

Yes No Not applicable

FOR BACHELOR'S DEGREES ONLY

9.43 Is the number of hours required to complete the program at least 120 semester hours, 180 quarter hours, or their equivalent, earned over a period of eight semesters, 12 quarters, or the equivalent?

Yes No

9.44 Is there a minimum of 60 semester hours, 90 quarter hours, or their equivalent in courses within the area of concentration?

Yes No

9.45 If the institution offers only the last two years of the bachelor's degree program, do the catalog and all advertising materials clearly describe the requirements for admission?

Yes No Not Applicable (institution offers all four years of the degree)

9.46 Does the curriculum quantitatively and qualitatively approximate the standards at other collegiate institutions offering the same degree?

Yes No

9.47 Is enrollment in the third and fourth years of the bachelor's program sufficient to support regularly scheduled classes and laboratory work?

Yes No Not Applicable (no students in the third and fourth years)

9.48 Are the third- and fourth-year courses based upon appropriate prerequisites?

Yes No

GENERAL COMMENTS:

The students commented on their desire to have more practical, hands-on experiences in their courses rather than relying so much on textbooks, term papers, and lectures.

9. PROGRAM EVALUATION

Associate's in Information and Network Technologies

Bachelor's in Network Management

Bachelor's in Systems Security

FOR ALL PROGRAMS

- 9.01 Is licensure, certification or registration required to practice in the specific career field?
 Yes No (*Skip to question 9.02*)
- 9.02 Who is assigned to administer the academic program(s), and what are this person's qualifications?
 Mr. Richard Dixon was assigned to administer these academic programs. Mr. Dixon holds a bachelor's in Chemistry from the University of Pittsburgh, and a master's in Telecommunications Management from Keller Graduate School. Mr. Dixon also holds a Cisco Certified Network Associate (CCNA) professional certification from the Cisco Corporation. His experiential qualifications include employment at LTV Steel Corporation as a computer network manager, a senior faculty at DeVry/Keller Graduate School, and teacher and program chair at Westwood College.
- 9.03 Does this individual possess appropriate academic or experiential qualifications?
 Yes No
- 9.04 Is there evidence that the program administrator has sufficient authority and responsibility for the development and administration of the educational program(s)?
 Yes No
- 9.05 Are the time and resources devoted to the administration of the educational program(s) sufficient?
 Yes No
- 9.06 Does the program meet the needs of its students and the requirements of the Council, as shown by student achievement outcomes which meet or exceed- the standards for the following areas:
 (a) Student retention rate of 65% (programs >1 year in length) OR 70% (programs ≤ 1 year in length)?
 Yes No Not Applicable (Additional Location Inclusion only)
 (b) Student placement rate of 70%?
 Yes No Not Applicable (Additional Location Inclusion only)
- If *No*, does the campus provide one of the following:
 A Campus Effectiveness Plan (CEP) that includes an improvement plan for this program with data, analysis and activities to meet or exceed Council requirements?
 Yes No
- If *No*, insert section numbers 2-1-809, 3-1-512 and 3-1-111 in parentheses and explain:
 The 2013 Campus Accountability Report (CAR) shows that each of these programs has less than 10 graduates, and therefore, do not need to provide an improvement plan in the Campus Effectiveness Plan (CEP).
- 9.07 List the community resources and describe how they are utilized to enrich the program(s).
 These programs utilize a Program Advisory Committee (PAC) composed of local industry professionals that provide recommendations and feedback on the needs of local industry. The team found evidence that a PAC meeting was held on 11/15/2013. In addition, Westwood also hosts a Westwood College IT Club whose goals include providing students with access to software, hardware and networking workshops, volunteering in the local community and participating in field trips relevant to the IT field. Additional documentation shows students have participated in field trips and have had guest speakers.

- 9.08 Is the utilization of community resources sufficient to enrich the program?
 Yes No
- 9.09 Does the curriculum evidence a well-organized sequence of appropriate subjects leading to an occupational objective, an academic credential, or both?
 Yes No
- 9.10 Does the catalog and/or other advertising material such as brochures and web site, accurately describe the program and its objectives?
 Yes No
- 9.11 For programs that include practica, externships, or internships, does the institution have a written and mutually signed agreement that outlines the arrangement between the institution and the practicum site, including specific learning objectives, course requirements, and evaluation criteria?
 Yes No Not Applicable (these elements are not part of the program *or* no student is at the point of needing them)
- 9.12 Does the program use independent studies?
 Yes No (*Skip to question 9.14*)
- 9.14 Are the curriculum and length of the program appropriate to meet the educational and placement objectives of the program?
 Yes No
- 9.15 Are course prerequisites appropriate, are they identified in the catalog and on the course syllabi, and are they being followed?
 Yes No
- 9.16 Is an appropriately detailed syllabus on file for each course that includes:
- (a) Title and course descriptions
 Yes No
 - (b) Course numbers
 Yes No
 - (c) Course prerequisites and/or corequisites
 Yes No
 - (d) Instructional contact hours/credits
 Yes No
 - (e) Learning objectives
 Yes No
 - (f) Instructional materials and references
 Yes No
 - (g) Topical outline of the course
 Yes No
 - (h) Instructional methods
 Yes No
 - (i) Assessment criteria
 Yes No
 - (j) Method of evaluating students
 Yes No
 - (k) Date the syllabus was last reviewed
 Yes No
- For Title IV participant campuses that have lecture courses in credit hour programs or clock-to-credit hour programs only:***
- (l) Out-of-class work assignments that support the learning objectives for the course
 Yes No Not Applicable (Additional Location Inclusion OR clock hour program)
 - (m) A description of the minimum amount of time a student is expected to spend on completion of the work assignments
 Yes No Not Applicable (Additional Location Inclusion OR clock hour program)
- 9.17 Do students confirm that they receive a course syllabus and that it is followed?
 Yes No

9.18 Are the courses available when needed by the student in the normal pursuit of a program of study?

Yes No

9.19 Was the team able to verify the backup documentation to support the placement rate for the program(s) as reported on the last Campus Accountability Report submitted to the Council?

Yes No Not Applicable (there have been no graduates)

How many calls to employers or graduates were attempted?

The team made the following calls:

Academic associate's degree program in Information and Network Technologies: 2

Bachelor's degree program in Network Management: 5

Bachelor's degree program in Systems Security: 5

How many calls to employers or graduates were successful?

The team was successful in contacting:

Academic associate's degree program in Information and Network Technologies: 1

Bachelor's degree program in Network Management: 1

Bachelor's degree program in Systems Security: 2

How many of the successful contacts confirmed the employment of the graduate as reported on the CAR? Please explain any discrepancy between the number of successful contacts and confirmations.

One of the four contacts confirmed the employment of the graduate as reported on the 2013 Campus Accountability Report (CAR). Three of the contacts indicated that their positions were neither in-field or related-field as reported in the 2013 CAR.

(Section 3-1-303 (a)): The team was unable to verify the placement rate as reported in the 2013 CAR report.

A graduate of the associate's of Information and Network Technologies program, Joseph Davis, was listed in the 2013 Campus Accountability Report (CAR) as being placed in-field or related-field as an "Autogroup Owner" at a company called CTJ Autogroup. The graduate indicated that he owns the company and is self-employed, and that he does not utilize his information technology skills acquired from his education at Westwood College in his employment.

A graduate of the bachelor's in Network Management program, Jerry Crawford, was listed in the 2013 CAR as being placed in-field or related-field as a "student essay scorer" at a company called Pearson. The graduate indicated that the job was a temporary position and that it did not utilize or require skills acquired from his education at Westwood College.

A graduate of the bachelor's in Systems Security program, Thomas Cypress, was listed in the 2013 CAR as being placed in-field or related-field as a "security investigator" at a company called Horseshoe Casino. The graduate indicated that although the position dealt with a form of security, it did not utilize or require the computer systems security skills acquired from his education at Westwood College.

9.20 Was documentation on file to verify graduates classified on the CAR as "not available for placement"?

Yes No Not Applicable

FOR NEW GRANTS AND INITIAL GRANTS ONLY

9.21 Does the campus participate in Title IV financial aid?

Yes No (Skip to question 9.24)

9.22 Does the campus' written procedures (as evidenced by their academic credit analysis) support the written policy and definition of a credit hour as defined by the U.S. Department of Education for Title IV funding?

Yes No Not Applicable (Clock hour programs only)

- 9.23 Is there evidence that out-of-class work or the equivalency is being evaluated?
 Yes No Not Applicable (Clock hour programs only)

If Yes, briefly describe the documentation of evaluation viewed on site.

The team was provided graded out-of-class work assignments from each of these programs.

FOR ALL VISITS

- 9.24 Are the following appropriate to adequately support the number and nature of the program?
- (a) Facilities.
 Yes No
- (b) Instructional equipment.
 Yes No
- (c) Resources.
 Yes No
- (d) Personnel.
 Yes No
- 9.25 Are the following elements appropriately incorporated into the instructional components of the program?
- (a) Systematic planning.
 Yes No
- (b) Well-defined instructional objectives.
 Yes No
- (c) The selection and use of appropriate and current learning materials.
 Yes No
- (d) Appropriate modes of instructional delivery.
 Yes No
- (e) The use of appropriate assessment strategies.
 Yes No
- (f) The use of appropriate experiences.
 Yes No

FOR NONDEGREE PROGRAMS, OCCUPATIONAL ASSOCIATE'S, ACADEMIC ASSOCIATE'S, AND BACHELOR'S DEGREES ONLY

- 9.27 Do the faculty members' qualifications meet the minimum requirements outlined in the *Accreditation Criteria*, and are their qualifications academically and experientially appropriate to the subject matter they teach and the level of the credential awarded?
 Yes No
- 9.28 Is the size of the faculty appropriate to the total student enrollment?
 Yes No

FOR OCCUPATIONAL ASSOCIATE'S, ACADEMIC ASSOCIATE'S, BACHELOR'S AND MASTER'S DEGREES ONLY

- 9.29 Is an adequate core of full- and part-time faculty employed to ensure sound direction and continuity of development for the program?
 Yes No

FOR ACADEMIC ASSOCIATE'S, BACHELOR'S, AND MASTER'S, DEGREES ONLY

- 9.30 Are teaching loads reasonable?
 Yes No

FOR ACADEMIC ASSOCIATE'S DEGREES ONLY

- 9.38 Is the number of hours required to complete the program at least 60 semester hours, 90 quarter hours, or their equivalent, earned over a period of four semesters, six quarters, or the equivalent?
 Yes No
- 9.39 Is there a minimum of 30 semester hours, 45 quarter hours, or their equivalent in courses within the area of concentration?
 Yes No
- 9.40 Does the curriculum quantitatively and qualitatively approximate the standards at other collegiate institutions offering the same degree?
 Yes No
- 9.41 Is enrollment in the second academic year of the two-year program sufficient to support regularly scheduled classes?
 Yes No Not Applicable (no students in the second year)
- 9.42 Are the second-year courses based upon appropriate first-year prerequisites?
 Yes No Not applicable

FOR BACHELOR'S DEGREES ONLY

- 9.43 Is the number of hours required to complete the program at least 120 semester hours, 180 quarter hours, or their equivalent, earned over a period of eight semesters, 12 quarters, or the equivalent?
 Yes No
- 9.44 Is there a minimum of 60 semester hours, 90 quarter hours, or their equivalent in courses within the area of concentration?
 Yes No
- 9.45 If the institution offers only the last two years of the bachelor's degree program, do the catalog and all advertising materials clearly describe the requirements for admission?
 Yes No Not Applicable (institution offers all four years of the degree)
- 9.46 Does the curriculum quantitatively and qualitatively approximate the standards at other collegiate institutions offering the same degree?
 Yes No
- 9.47 Is enrollment in the third and fourth years of the bachelor's program sufficient to support regularly scheduled classes and laboratory work?
 Yes No Not Applicable (no students in the third and fourth years)
- 9.48 Are the third- and fourth-year courses based upon appropriate prerequisites?
 Yes No

GENERAL COMMENTS:

The students commented on their desire to have more practical, hands-on experiences in their courses rather than relying so much on textbooks, term papers, and lectures.

9. PROGRAM EVALUATION

Diploma in Medical Assisting

FOR ALL PROGRAMS

- 9.01 Is licensure, certification or registration required to practice in the specific career field?
 Yes No (*Skip to question 9.02*)
- 9.02 Who is assigned to administer the academic program(s), and what are this person's qualifications?
 Ms. Adrienne Reaves is the interim program chair for the Medical Assistant program. She currently holds a master's degree in Adult Education from National Louis University. Mrs. Reaves is also a registered medical assistant. She has held positions with Harrison College as medical program coordinator and online instructor.
- 9.03 Does this individual possess appropriate academic or experiential qualifications?
 Yes No
- 9.04 Is there evidence that the program administrator has sufficient authority and responsibility for the development and administration of the educational program(s)?
 Yes No
- 9.05 Are the time and resources devoted to the administration of the educational program(s) sufficient?
 Yes No
- 9.06 Does the program meet the needs of its students and the requirements of the Council, as shown by student achievement outcomes which meet or exceed- the standards for the following areas:
 (a) Student retention rate of 65% (programs >1 year in length) OR 70% (programs ≤ 1 year in length)?
 Yes No Not Applicable (Additional Location Inclusion only)
 (b) Student placement rate of 70%?
 Yes No Not Applicable (Additional Location Inclusion only)
- 9.07 List the community resources and describe how they are utilized to enrich the program(s).
 The program has strong community support from its Program Advisory Committee (PAC) members as evidenced by the seven members of the November 15, 2013 PAC meeting. There is continued evidence of community resources as evidenced by the field trips to Rush Medical Center and the Gross Anatomy Lab. There were guest speakers that spoke on breast cancer, kidney transplants, immune systems, job readiness, and gastrointestinal diseases. There is further evidence of strong community support based on the 13 available externship site contracts.
- 9.08 Is the utilization of community resources sufficient to enrich the program?
 Yes No
- 9.09 Does the curriculum evidence a well-organized sequence of appropriate subjects leading to an occupational objective, an academic credential, or both?
 Yes No
- 9.10 Does the catalog and/or other advertising material such as brochures and web site, accurately describe the program and its objectives?
 Yes No
- 9.11 For programs that include practica, externships, or internships, does the institution have a written and mutually signed agreement that outlines the arrangement between the institution and the practicum site, including specific learning objectives, course requirements, and evaluation criteria?
 Yes No Not Applicable (these elements are not part of the program *or* no student is at the point of needing them)

- 9.12 Does the program use independent studies?
 Yes No (Skip to question 9.14)
- 9.14 Are the curriculum and length of the program appropriate to meet the educational and placement objectives of the program?
 Yes No
- 9.15 Are course prerequisites appropriate, are they identified in the catalog and on the course syllabi, and are they being followed?
 Yes No
- 9.16 Is an appropriately detailed syllabus on file for each course that includes:
- (a) Title and course descriptions
 Yes No
 - (b) Course numbers
 Yes No
 - (c) Course prerequisites and/or corequisites
 Yes No
 - (d) Instructional contact hours/credits
 Yes No
 - (e) Learning objectives
 Yes No
 - (f) Instructional materials and references
 Yes No
 - (g) Topical outline of the course
 Yes No
 - (h) Instructional methods
 Yes No
 - (i) Assessment criteria
 Yes No
 - (j) Method of evaluating students
 Yes No
 - (k) Date the syllabus was last reviewed
 Yes No
- For Title IV participant campuses that have lecture courses in credit hour programs or clock-to-credit hour programs only:***
- (l) Out-of-class work assignments that support the learning objectives for the course
 Yes No Not Applicable (Additional Location Inclusion OR clock hour program)
 - (m) A description of the minimum amount of time a student is expected to spend on completion of the work assignments
 Yes No Not Applicable (Additional Location Inclusion OR clock hour program)
- 9.17 Do students confirm that they receive a course syllabus and that it is followed?
 Yes No
- 9.18 Are the courses available when needed by the student in the normal pursuit of a program of study?
 Yes No
- 9.19 Was the team able to verify the backup documentation to support the placement rate for the program(s) as reported on the last Campus Accountability Report submitted to the Council?
 Yes No Not Applicable (there have been no graduates)

How many calls to employers or graduates were attempted?

There were 12 calls attempted.

How many calls to employers or graduates were successful?

There were 10 successful calls

How many of the successful contacts confirmed the employment of the graduate as reported on the CAR? Please explain any discrepancy between the number of successful contacts and confirmations.

There were 10 contacts that confirmed employment of the graduates as reported on the CAR.

- 9.20 Was documentation on file to verify graduates classified on the CAR as “not available for placement”?
 Yes No Not Applicable

FOR NEW GRANTS AND INITIAL GRANTS ONLY

- 9.21 Does the campus participate in Title IV financial aid?
 Yes No (*Skip to question 9.24*)
- 9.22 Does the campus’ written procedures (as evidenced by their academic credit analysis) support the written policy and definition of a credit hour as defined by the U.S. Department of Education for Title IV funding?
 Yes No Not Applicable (Clock hour programs only)
- 9.23 Is there evidence that out-of-class work or the equivalency is being evaluated?
 Yes No Not Applicable (Clock hour programs only)

If Yes, briefly describe the documentation of evaluation viewed on site.
 Several samples of homework were provided to the team.

FOR ALL VISITS

- 9.24 Are the following appropriate to adequately support the number and nature of the program?
 (a) Facilities.
 Yes No
 (b) Instructional equipment.
 Yes No
 (c) Resources.
 Yes No
 (d) Personnel.
 Yes No
- 9.25 Are the following elements appropriately incorporated into the instructional components of the program?
 (a) Systematic planning.
 Yes No
 (b) Well-defined instructional objectives.
 Yes No
 (c) The selection and use of appropriate and current learning materials.
 Yes No
 (d) Appropriate modes of instructional delivery.
 Yes No
 (e) The use of appropriate assessment strategies.
 Yes No
 (f) The use of appropriate experiences.
 Yes No

FOR NONDEGREE PROGRAMS, AND OCCUPATIONAL ASSOCIATE’S DEGREES ONLY

- 9.26 Are all faculty assigned to teach in no more than three fields of instruction, with no more than five preparations?
 Yes No

FOR NONDEGREE PROGRAMS, OCCUPATIONAL ASSOCIATE’S, ACADEMIC ASSOCIATE’S, AND BACHELOR’S DEGREES ONLY

- 9.27 Do the faculty members’ qualifications meet the minimum requirements outlined in the *Accreditation Criteria*, and are their qualifications academically and experientially appropriate to the subject matter they teach and the level of the credential awarded?
 Yes No

9.28 Is the size of the faculty appropriate to the total student enrollment?

Yes No

FOR NONDEGREE PROGRAMS AND OCCUPATIONAL ASSOCIATE'S DEGREES ONLY

9.31 Do all instructors teach no more than 32 hours per week (except for an overload of one subject allowed with additional compensation)?

Yes No

9.32 What is the current student/teacher ratio?

(Calculate the student/teacher ratio by using the following formula:

-Add the Number of students enrolled in the program-specific courses (courses with program prefix)

-Divide by the number of such courses being offered that term. Round to the nearest whole number (refer to the class schedule in its entirety).

The current student/teacher ration is 8:1.

9.33 Is the current student-teacher ratio reasonable for the mode of delivery and course content?

Yes No

SUMMARY

The institution is not in compliance with the *Accreditation Criteria* in the following areas:

<u>Number</u>	<u>Citation</u>	<u>Summary Statement</u>
1	Section 3-1-303(a)	The team was unable to verify the CAR as some students were not able to be verified as placed in field. Pgs. 44 & 50

RECOMMENDATIONS:

1. Guest speakers and field trips should be utilized more frequently for each core course in the Medical Assisting program.

COMMENDATIONS:

The team commends the campus on the organization and content of its student files. The consistent arrangement and accuracy of the documents within the files simplified the review process. The team further commends the campus on the variety of student centered extracurricular activities that provide them with opportunities to interact with each other and professionals within their fields.

The team would like to commend Jamal Yousef, Student Services Representative, for hardwork and dedication to the Westwood campus. He took the time to ensure that the team had everything needed.

The program director has will oversee a wonderful 11-day international trip for all business students in the Westwood College system that will visit London, Paris, Lucerne, and Milan. The trip includes round-trip airfare, a full-time tour director, land transportation, hotels and accommodations, a light breakfast daily and 3-4 local dinners for \$3,700-\$4,000 per person. Three days are reserved to participate in "business visits". The team suggests that the campus review the business prerequisites to reflect the best sequencing for the students. prerequisites in the business programs before further changes are made.

RECOMMENDATIONS:

1. Guest speakers and field trips should be more regularly utilized quarterly for each core course in the Medical Assisting program.
2. Community resources should be used to enrich the Business programs. Resources such as visits from local business leaders to talk with students about how to get a business started. Local business men should be invited for guest speakers.



REEVALUATION VISIT REPORT

Westwood College - River Oaks
80 River Oaks Center, Suite D-9
Calumet City, IL 60409
ACICS ID Code: 00018945

Main Campus
Westwood College
Los Angeles, CA
ACICS ID Code: 00011142

18945@westwood.edu

Mr. Hamed H. Shibli, Campus Director, (hshibli@westwood.edu)

January 28-29, 2014

William Winger	Chair	American International College of Arts and Sciences Antigua	Denver, CO
Thomas Bryant	Student-Relations Specialist	Medtech	Roswell, GA
James Taylor	Educational Activities and Criminal Justice	Brown Mackie College	Tulsa, OK
Charles Saunders	Animation/Computer Aided Design/Graphic Design and Multimedia/Visual Communications/Construction Management	Virginia College (retired)	Owens Cross Roads, AL
Kevin Brown	Business Administration/Accounting and Financial Management/Marketing Management	Metropolitan State University	Woodbury, MN
Eli Hoehn	Information Technology/Computer Networking/Systems Security and Library	Brown College (former instructor)	St. Peter, MN
Yolanda Staff	Medical Assisting/Healthcare Management	Virginia College	Mobile, AL
Jan Shelton	Staff Representative	ACICS	Washington, DC

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ACCREDITING COUNCIL FOR INDEPENDENT COLLEGES AND SCHOOLS

PROGRAMS OFFERED BY
Westwood College - River Oaks Campus
Calumet City, Illinois

CREDENTIAL EARNED (As defined by the institution)	ACICS CREDENTIAL (Certificate, Diploma, Occupational Associate's, Academic Associate's, Bachelor's, Master's, or Doctoral)	APPROVED PROGRAM TITLE	Clock Hrs.	Qtr. Hrs.	Enroll: Full- time/ Part- time	CAR Retention & Placement			
						2013		2012	
						Ret.	Pla.	Ret.	Pla.
Diploma	Diploma	Medical Assisting	955	69.5	92/13	66.00%	70.00%	71.13%	72.50%
Associate of Applied Science	Academic Associate's	Information and Network Technologies	1225	90.0	19/8	56.00%	67.00%	57.69%	80.00%
Associate of Applied Science	Academic Associate's	Computer Aided Design/Architectural Drafting	1205	90.0	3/0	N/A	N/A	N/A	N/A
Associate of Applied Science	Academic Associate's	Graphic Design	1205	90.0	20/6	72.00%	100%	62.79%	100%
Associate of Applied Science	Academic Associate's	Construction Management	965	90.0	12/5	71.00%	100%	N/A	N/A
Bachelor of Applied Science	Bachelor's	Business Administration: Major in Accounting	1820	180.0	1/2	79.00%	100%	60.00%	N/A
Bachelor of Applied Science	Bachelor's	Business Administration: Major in Healthcare Management	1820	180.0	16/3	67.00%	78.00%	63.93%	85.71%
Bachelor of Applied Science	Bachelor's	Business Administration: Major in Marketing Management	1820	180.0	17/1	65.00%	100%	55.81%	100%
Bachelor of Applied Science	Bachelor's	Construction Management	1945	180.0	4/2	57.00%	100%	61.90%	100%
Bachelor of Applied Science	Bachelor's	Graphic Design: Major in Animation	2330	180.0	2/3	86.00%	100%	62.96%	0.00%
Bachelor of Applied Science	Bachelor's	Graphic Design: Major in Visual Communications	2305	180.0	4/2	80.00%	100%	58.62%	100%
Bachelor of Applied Science	Bachelor's	Criminal Justice: Major in Administration	1820	180.0	40/12	62.00%	94.00%	50.53%	84.38%
Bachelor of Applied Science	Bachelor's	Information and Network Technologies: Major in Network Management	2350	180.0	5/1	81.00%	63.00%	57.89%	76.92%
Bachelor of Applied Science	Bachelor's	Information and Network Technologies Major in Systems Security	2350	180.0	3/0	81.00%	71.00%	77.27%	100%

**TOTAL
ENROLLMENT**

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Notes: In bold are retention rates below 65% (programs >1 year in length) or 70% (programs =<1 in length) and any placement rate below 70%.

INTRODUCTION

Westwood College was founded in 1953 as the Radio and Television Repair Institute in Denver, Colorado. In 1958, the institution became the National Electronics Institute. Then in 1974, it became the Denver Institute of Technology and in 1997, the name was changed to Westwood College of Technology, Inc. Because the institution began to expand its locations and program offerings, its name was changed to Westwood College in 2004.

In 2000, the River Oaks campus was the first Westwood College campus established in Illinois. The campus is located on the south side of Chicago between downtown Chicago and the Indiana border. The campus is located in a shopping mall and is 42,000 square feet containing: 27 classrooms and laboratories, a library, a student lounge, and office space for administration, faculty, and staff to utilize. The facility is bright, well configured and is adequate to meet the campus' mission.

The River Oaks campus today comprises approximately 300 students in diploma, associate's and bachelor's degree programs. The average age of the students is 31 with the population majority comprised of the following: 61% female, 61% black, and 11% white. The mix of educational objectives is evenly balanced between the three options of diploma, associate's and bachelor's programs.

MISSION

- 1.01 Give the page number in the campus catalog on which the mission statement can be found.
 The mission and supporting objectives are found on page 8 of the 2014 academic catalog volume 32-No. 1 revised September 2013.
- 1.02 Does the campus have an appropriate mission statement with a set of supporting objectives?
 Yes No
- 1.03 Are the objectives devoted substantially to career-related education?
 Yes No
- 1.04 Are the objectives reasonable for the following?
 (a) The programs of instruction
 Yes No
 (b) The modes of delivery.
 Yes No
 (c) The facilities of the campus.
 Yes No
- 1.05 Are the mission statement and supporting objectives appropriately disclosed in the campus catalog and in other publications that are readily available and understandable to the public?
 Yes No
- 1.06 Is the campus committed to successful implementation of its mission?
 Yes No

CAMPUS EFFECTIVENESS

- 1.07 Does the campus have a current Campus Effectiveness Plan (CEP)?
 Yes No
- 1.08 If the campus is an additional location, does the additional location have its own CEP, separate from the main campus IEP?
 Yes No Not Applicable
- 1.09 Does the CEP describe the following?
 (a) The characteristics of the programs offered.
 Yes No
 (b) The characteristics of the student population.
 Yes No
 (c) The types of data that will be used for assessment.
 Yes No
 (d) Specific goals to improve the educational processes.
 Yes No
 (e) Expected outcomes of the plans.
 Yes No
- 1.10 Are the following five required elements evaluated in the CEP?
 (a) Student retention.
 Yes No
 (b) Student placement.
 Yes No Not Applicable (new additional location only)
 (c) Level of graduate satisfaction.
 Yes No Not Applicable (new additional location only)
 (d) Level of employer satisfaction.
 Yes No Not Applicable (new additional location only)
 (e) Student learning outcomes.

Yes No

- 1.11 Define the student learning outcomes used by the campus and how these outcomes are being assessed.
The campus uses average daily attendance and grade distributions to assess its learning outcomes. Attendance is reviewed daily and over the last year has improved by 2.9%. Grade distributions have been analyzed and grading rubrics have been implemented. These measures give the campus an overview of grading tendencies by its faculty and identify courses that fall outside of the standards that have been established.
- 1.12 Are the following identified and described in the CEP?
(a) The baseline data for each outcome.
 Yes No Not Applicable
(b) The data used by the campus to assess each outcome.
 Yes No Not Applicable
(c) How the data was collected.
 Yes No Not Applicable
(d) An analysis and summary of the data collected and an explanation of how the data will be used to improve the educational processes.
 Yes No Not Applicable
- 1.13 Has the campus published annual placement and retention goals in its CEP that take into account its rates from the last three Campus Accountability Reports and that demonstrate its ability to maintain or improve retention and placement outcomes?
 Yes No Not Applicable (new additional location or initial applicant only)
- 1.14 Has the campus published specific activities that will be undertaken to meet placement and retention goals?
 Yes No Not Applicable (new additional location only)
- 1.15 Describe the specific activities that the campus will undertake to meet these goals.
The campus has established a goal of 70% retention for 2014. They plan to achieve this goal by daily monitoring of attendance, absence reports, and implementing student support follow up activities. Specific goals have been set by each discipline to carefully assess its student retention. Intervention programs for students who have high absence rates have been instituted. The campus plans to host more program-specific job fairs with on-site interviews available to students and graduates. The career services staff will visit more classes to inform students of resources available and will offer special program job readiness events. The campus will encourage students to create placement portfolios as well.
- 1.16 Does the campus have documentation to show the following?
(a) That the CEP has been implemented.
 Yes No
(b) That specific activities listed in the plan have been completed.
 Yes No
(c) That periodic progress reports have been completed.
 Yes No
- 1.17 Who is responsible for implementing and monitoring the CEP? Describe this individual's qualifications. If a committee is utilized please describe the committee.
The campus president, Mr. Hamed Shibli, is responsible for the implementation and monitoring of the CEP. Mr. Shibli has been the campus president since May 2013 but has been with the institution and its parent corporation, Alta Colleges, since 2008. Mr. Shibli has also worked with several additional educational institutions since 2003 - mainly in the marketing field. He holds a bachelor's degree in Economics from California State University in San Bernardino, California.

Mr. Shibli is assisted by a committee consisting of the following administrators and faculty:

- academic dean,
- director of admissions,
- director of career services,
- director of student finance,
- director of student support,

- general education and business program chair,
- design program chair
- health care program chair,
- and technology program chair.

- 1.18 Does the campus have documentation to show that the CEP is evaluated at least annually?
 Yes No Not Applicable (new additional location or initial applicant only)

ORGANIZATION

- 2.01 Is the following information regarding the campus appropriately stated in the catalog?
 (a) Governance, control, and corporate organization.
 Yes No
 (b) Names of the trustees, directors, and/or officers.
 Yes No
 (c) Names of the administrators.
 Yes No
- 2.02 Does the campus:
 (a) Adequately train its employees?
 Yes No
 (b) Provide them with constant and proper supervision?
 Yes No
 (c) Evaluate their work?
 Yes No
- 2.03 Is the administration of the campus efficient and effective?
 Yes No
- 2.04 Does the campus maintain written documentation to show that faculty and staff members:
 (a) Clearly understand their duties and responsibilities?
 Yes No
 (b) Know the person to whom they report?
 Yes No
 (c) Understand the standards by which the success of their work is measured?
 Yes No
- 2.05 Does the administration maintain documentation of the evaluation of the faculty and staff?
 Yes No
- 2.06 Has the campus adopted a policy on academic freedom that has been communicated to the faculty?
 Yes No
- 2.07 Does the campus have an appropriate grievance policy for faculty and staff?
 Yes No
- 2.08 Does the campus catalog or the student handbook contain an appropriate grievance policy for students that includes the name and address of ACICS?
 Yes No Not Applicable (initial applicants only)
- 2.09 Who is responsible for the financial oversight of the campus, and what are this person's qualifications?
 The campus president, Mr. Hamed Shibli, is responsible for the financial oversight of the campus. Mr. Shibli has been with the institution and its parent corporation, Alta Colleges, since 2008. Mr. Shibli has also worked with several educational institutions since 2003 - mainly in the marketing field. He holds a bachelor's degree in Economics from California State University in San Bernadino, California.

ADMINISTRATION

- 3.01 Is there evidence that the chief on-site administrator(s) or the self-study coordinator for the campus attended an accreditation workshop within 18 months prior to the final submission of the self-study?
 Yes No
- 3.02 Are all staff well trained to carry out administrative functions?
 Yes No
- 3.03 Who is the on-site administrator, and what are this person's qualifications?
 The on-site administrator is the campus president, Mr. Hamed Shibli. As previously stated, Mr. Shibli has been with the institution and its parent corporation, Alta Colleges, since 2008. Mr. Shibli has also worked with several other educational institutions since 2003 - mainly in the marketing field. He holds a bachelor's degree in Economics from California State University in San Bernadino, California.
- 3.04 Does the campus list degrees of staff members in the catalog?
 Yes No
- 3.05 Is there evidence that the campus keeps adequate records to support the following administrative operations?
 (a) Financial aid activities.
 Yes No Not Applicable (campus does not participate in financial aid)
 (b) Admissions.
 Yes No
 (c) Curriculum.
 Yes No
 (d) Accreditation and licensure.
 Yes No
 (e) Guidance.
 Yes No
 (f) Instructional resources.
 Yes No
 (g) Supplies and equipment.
 Yes No
 (h) The school plant.
 Yes No
 (i) Faculty and staff.
 Yes No
 (j) Student activities.
 Yes No
 (k) Student personnel.
 Yes No
- 3.06 Does the campus admit ability-to-benefit students?
 Yes No (*Skip to Question 3.11.*)
- 3.11 Do student files contain evidence of graduation from high school or the equivalent?
 Yes No
- 3.12 Are appropriate transcripts maintained for all students?
 Yes No
- 3.13 Is the grading system fully explained on the transcript, and is it consistent with the grading system that appears in the campus catalog?
 Yes No
- 3.14 Are student records protected from theft, fire, water damage, or other possible loss?

Yes No

3.15 Does the campus maintain transcripts for all students indefinitely?

Yes No

3.16 Does the campus maintain admissions data and other records for at least five years from the last date of attendance for all students?

Yes No

RELATIONS WITH STUDENTS

FOR ALL PROGRAMS

4.01 How many student files were reviewed during the evaluation?

The team reviewed 37 student files which included student transcripts and student account cards.

4.02 Does the campus ensure that its student relations reflect high ethical standards?

Yes No

4.03 Does the campus have appropriate admissions criteria?

Yes No

4.04 Does the campus contract with third parties for admissions and recruiting purposes?

Yes No

4.05 Is there evidence to document that admissions criteria are applied consistently to all students admitted under the same version of the admissions criteria (e.g., that students admitted into specific programs for the same start date are admitted under the same admissions criteria)?

Yes No

4.06 Does the admissions policy conform to the campus's mission?

Yes No

4.07 Is the admissions policy publicly stated?

Yes No

4.08 Is the admissions policy administered as written?

Yes No

4.09 Does the campus use an enrollment agreement for each enrolled student that :

(a) Clearly outlines the financial obligations of both the institution and the student?

Yes No

(b) Outlines all program related tuition and fees?

Yes No

(c) Has a signature of the student and the appropriate school representative?

Yes No

Is there evidence that a copy of the agreement has been provided to the student?

Yes No

The enrollment agreement contains verbiage stating that the student acknowledges receiving a copy of the agreement by signing the document. A total of 37 files were reviewed during the evaluation. Each file contained an enrollment agreement signed by the student, admissions representative, and campus president.

4.10 Who is responsible for the oversight of student recruitment at the campus and what are this person's qualifications?

Mr. James Galas is the campus director of admissions. Prior to this position, he owned and operated a real estate firm and worked in the drafting and design industry. Mr. Galas holds a bachelor's degree in Technical Management from DeVry University in Addison, Illinois and an associate's degree in Design and Drafting Technology from Morrison Institute of Technology in Morrison, Illinois. Mr. Galas has participated in admissions related training activities since joining the campus.

- 4.11 How is the team able to verify that the recruiting process for new students is ethical and compatible with the educational objectives for the campus?
 The campus has several processes in place to ensure ethical recruitment practices are compatible with its educational objectives. All recruitment materials are reviewed and approved by the corporate office prior to utilization to ensure they contain accurate descriptions of the program offerings and their objectives. All employees responsible for recruitment activities are required to participate in training activities. These activities focus on integrity and the importance of providing accurate and correct program information to students. The director of admissions regularly observes interviews conducted by representatives as a means of ensuring appropriate information is provided to students. The corporate office engages secret shoppers to call and visit the campus as an additional method of ensuring compliance.
- 4.12 Are individuals engaged in admissions or recruitment activities communicating current and accurate information regarding the following?
 (a) Courses and programs.
 Yes No
 (b) Services.
 Yes No
 (c) Tuition.
 Yes No
 (d) Terms.
 Yes No
 (e) Operating policies.
 Yes No
- 4.13 Does the campus use prospective student names obtained as a result of a survey, canvass, or promise of future employment or income while a student, or as a result of other marketing activity?
 Yes No
- 4.14 Does the state in which the campus operates require representatives to be licensed or registered?
 Yes No
- 4.15 Are the titles of recruitment and enrollment personnel appropriate?
 Yes No
- 4.16 Does someone other than recruitment and enrollment personnel make final decisions regarding financial aid eligibility, packaging, awarding, and disbursement?
 Yes No Not Applicable (campus does not participate in financial aid)
- 4.17 Are all recruiters supervised by the campus to ensure that their activities are in compliance with all applicable standards?
 Yes No
- 4.18 Does the campus have written policies and procedures for evaluating and accepting transfer of credit?
 Yes No
- 4.19 Is there evidence that the campus properly awards transfer of credit?
 Yes No Not Applicable
- 4.20 Does the campus publicize its transfer credit policies, including policies related to accepting transfer credit from another campus?
 Yes No
- 4.21 Has the campus established articulation agreements with other institutions?
 Yes No

If *Yes*, has the campus published a list of institutions with which it has established the agreements?

Yes No

4.22 Does the campus provide documented notification to students of the articulation agreements and the transferability of credits in the programs that are offered?

Yes No

FOR ALL PROGRAMS

4.24 Is the standards of satisfactory academic progress policy published in the catalog?

Yes No

If *Yes*, state the page number(s) where the standards of satisfactory academic progress policy is published?

The updated standards of satisfactory academic progress (SAP) policy is located on page 2 of the catalog addendum, effective January 8, 2014.

4.25 Does the standards of satisfactory academic progress (SAP) policy published in the catalog contain the following?

(a) A definition of the maximum time frame allowed for students to complete a program as 1.5 times the normal program length.

Yes No

(b) A schedule that designates the minimum percentage of work that a student must successfully complete at the end of each evaluation increment to complete the program within the maximum time frame.

Yes No

(c) Procedures for re-establishing satisfactory academic progress.

Yes No

(d) A definition of the effects of the following on the CGPA and successful course-completion percentage:

Withdrawals.

Yes No

Incomplete grades.

Yes No

Repeated courses.

Yes No

Non-punitive grades.

Yes No Not Applicable (campus does not offer)

Non-credit or remedial courses.

Yes No Not Applicable (campus does not offer)

A warning status.

Yes No Not Applicable (campus does not use)

A probationary period.

Yes No

An appeal process.

Yes No

An extended-enrollment status.

Yes No Not Applicable (campus does not offer)

The effect when a student changes programs.

Yes No Not Applicable (campus only offers one program of study)

The effect when a student seeks to earn an additional credential.

Yes No Not Applicable (campus only offers one credential)

The implications of transfer credit.

Yes No

4.26 Does the campus apply its SAP standards consistently to all students?

Yes No

4.27 Are students who are not making satisfactory academic progress properly notified?

Yes No Not Applicable (no students are in violation of SAP)

- 4.28 Is SAP evaluated at the end of each academic year or at 50% of the normal program length if the program is one academic year in length or shorter?
 Yes No
- 4.29 Is SAP evaluated at the end of the second academic year and at the end of each subsequent academic year where students must have a minimum CGPA of 2.0 on a scale of 4.0 or its equivalent?
 Yes No Not Applicable (all programs are one year or less)
- 4.30 Are students who are not making satisfactory academic progress at the end of the second year dismissed?
 Yes No Not Applicable (all programs are less than two years)
- 4.31 Are qualitative and quantitative components evaluated cumulatively for all periods of a student's enrollment?
 Yes No
- 4.32 Are students allowed to remain on financial aid while under warning status?
 Yes No Not Applicable (campus does not participate in financial aid)
- If Yes, is the student informed of this policy?
 Yes No
- 4.33 Are students whose appeals are granted due to mitigating circumstances placed on probation, eligibility for financial aid reinstated and considered to be making satisfactory academic progress?
 Yes No
- 4.34 Are students who are placed in an extended-enrollment status denied eligibility for federal financial aid (unless there are mitigating circumstances)?
 Yes No Not Applicable (campus does not have extended enrollment and/or does not participate in financial aid)
- 4.35 Do credits attempted during the extended-enrollment status count toward the 1.5 times of normal program length?
 Yes No Not Applicable (campus does not have extended enrollment)
- 4.36 For students who have exceeded one and one-half times the standard time frame and were awarded the original credential, were any additional financial obligations waived?
 Yes No Not Applicable (there is no such student)
- 4.37 Are students required to have a minimum CGPA of 2.0 or its equivalent upon graduation from all programs?
 Yes No
- 4.38 Who is responsible for the administration of satisfactory academic progress, and what are this person's qualifications?
 Ms. Debbie Plemons is the campus academic dean. She holds a bachelor's degree in Business Administration from DePaul University in Chicago, Illinois and a master's degree in Commerce from Keller Graduate School of Management of DeVry University in Chicago, Illinois. Ms. Plemons has been employed with the campus since 2007 and has held a variety of positions including: campus academic dean, director of education, and director of campus operations. In each of these positions, she was responsible for the administration of SAP and advising students.
- 4.39 Does the campus encourage and assist students who are experiencing difficulty in progressing satisfactorily in their programs?
 Yes No
- 4.40 Does the campus finance any of the following? (Mark all that apply.)
 (a) Scholarships.
 (b) Grants.
 (c) Loans.
 (d) The campus does not offer scholarships, grants, and/or loans.

If Yes for any item, does the campus properly identify all scholarship, grant, and loan programs?

Yes No

4.41 Does the campus fully disclose the terms, conditions, and application procedures regarding campus loan, scholarship and grant programs in its catalog?

Yes No

4.42 Are all similarly circumstanced students who enrolled at the same time and in the same programs charged the same tuition and fees?

Yes No

4.43 Are tuition and fees clearly stated in the catalog?

Yes No

If *Yes*, have students confirmed receiving a copy of the catalog?

Yes No Not Applicable

4.44 Do the financial records of students clearly show the following?

(a) Charges.

Yes No

(b) Dates for the posting of tuition.

Yes No

(c) Fees.

Yes No

(d) Other charges.

Yes No

(e) Payments.

Yes No

(f) Dates of payment.

Yes No

(g) The balance after each transaction.

Yes No

4.45 Is the effective date listed on announcements of changes in tuition and fees?

Yes No Not Applicable (campus has not changed tuition or fees)

4.46 Is the campus' refund policy published in the catalog?

Yes No

4.47 Is the refund policy fair, equitable, and applicable to all students?

Yes No

4.48 Is the campus following its stated refund policy?

Yes No

4.49 Does the campus participate in Title IV financial aid?

Yes No (*Skip to question 4.57*)

4.50 Who is responsible on-site for administering student financial aid, and what are this person's qualifications?

Ms. Deborah McKenzie, director of student finance, is responsible for administering student financial aid. Ms. McKenzie holds a bachelor's degree in Communications from Illinois State University in Normal, Illinois. She is a member of the Illinois Association of Student Financial Aid Administrators (ILASFAA) and regularly participates in their conferences and training activities.

4.51 Is the person who determines the amount of student awards *not* also responsible for disbursing those awards?

Yes No

4.52 Are final student financial aid award determinations made by administrative individuals who are *not* responsible for recruitment?

Yes No

4.53 Is the financial aid administrator a member of a state, regional, or national financial aid association and up to date on procedures and changes in the field?

Yes No

4.54 Describe how the financial aid office stays current with regulation and policy changes in financial aid (include all appropriate memberships in professional organizations held by this individual).

As previously noted, Ms. Deborah McKenzie, director of student finance, is a member of the ILASFAA and regularly participates in their conferences and training activities. Ms. McKenzie completes webinars sponsored by various agencies such as the Department of Education and the National Association of Student Financial Aid Administrators. The institution also regularly provides training activities.

4.55 Is there evidence that the financial aid administrator regularly participates in professional awareness activities?

Yes No

4.56 Does the campus have a written policy that accurately reflects the U.S. Department of Education's definition of a credit hour for credit hour programs and/or clock-to-credit hour programs, including conversion ratios?

Yes No

4.57 Does the campus provide discounts for cash received in advance of the normal payment schedule?

Yes No (Skip to question 4.58.)

4.58 Describe the student services offered by the campus such as, but not limited to, structured tutoring, academic or personal counseling, student orientation, etc.

The campus holds student orientation sessions for each group of in-coming students. The orientation, entitled Day One Success Class, includes the following:

- an introduction to campus life,
- a review of policies and procedures,
- presentations from each of the key functional areas,
- and a general question and answer session.

The administration strives to make the orientation process positive and encouraging, while providing vital information new students will need during their programs of study.

The education department monitors student attendance and academic progress on a routine basis. If it is determined that a student is facing challenges in either area, they are required to attend advising sessions. During these sessions, improvement strategies are developed which may include: tutoring, assistance with personal matters that are a hinderance to the student, and referrals for assistance from to outside agencies.

The campus does not provide professional counseling. If professional counseling is needed, students are referred to outside professional service agencies in the area.

4.59 Are follow-up studies on graduate and employer satisfaction conducted at specific measuring points following the placement of the campus' graduates?

Yes No Not Applicable

4.60 Who is the person on staff responsible for the oversight of counseling students on employment opportunities, and what are this person's qualifications?

Ms. Alicia Thomas, director of career services, is responsible for advising students on employment opportunities. Ms. Thomas holds a bachelor's degree in Occupational Education/Fashion Merchandising from Chicago State University in Chicago, Illinois. Ms. Thomas has completed training workshops and training meetings that focused on student placement.

4.61 Does the campus offer employment assistance to all students?

Yes No Not Applicable (campus enrolls only international students on a student visa)

4.62 Does the campus use placement percentages or salary projections as part of its recruiting activities?

Yes No

- 4.63 The beginning enrollment on the most current Campus Accountability Report (CAR) is 421
The ending enrollment reported on the previous year's CAR is 421
- 4.64 Was the team able to verify the retention rate for the campus and for each program as reported on the Campus Accountability Report (CAR) last submitted to the Council?
 Yes No Not Applicable
- 4.65 Are students who receive financial aid counseled concerning their student loan repayment obligations?
 Yes No Not Applicable (campus does not participate in financial aid)
- 4.66 Describe the process the campus utilizes to ensure that students are counseled concerning their student loan repayment obligations.
The campus has a student finance department that is responsible for implementing its default prevention plan. All students are required to participate in an orientation that is designed to provide information about loan repayment obligations. During the initial meeting with the department's staff, students receive entrance counseling on their loan obligations and budgeting information. There is a series of brochures provided to students on the following topics: deferment, forbearance, student loan repayment, and default resolution. Exit loan counseling is also provided for students who: "drop", are terminated, or graduate.
- 4.67 Describe the extracurricular activities of the campus (if applicable).
The campus provides students with a variety of extracurricular activities designed to promote community involvement, along with social activities, and student recognition. Campus clubs and organizations such as: Alpha Beta Kappa Honor Society, Criminal Justice Club, Technology Club, and Gamers Club provide students with opportunities to interact with one another and participate in curriculum specific activities. Student recognition activities such as awards ceremonies, recognize student achievement. Job fairs and speakers from the employment community are sponsored throughout the year as a means of providing students with the opportunity to interact with professionals in the community.

GENERAL COMMENTS:

Interviews were conducted with the following campus administrators:

- the campus president,
- director of admissions,
- director of career services,
- director of student finance,
- director of student support,
- and the academic dean.

Each director provided accurate and consistent information as it related to the general operation of their departments. The campus president, as well as all of the departmental managers displayed a knowledge of and respect for regulatory compliance that they continually project to the associates within their departments.

EDUCATIONAL ACTIVITIES**FOR ALL PROGRAMS**

- 5.01 Are the credentials awarded by the campus in compliance with its accreditation approval and in compliance with applicable state laws?
 Yes No
- 5.02 Who is assigned to oversee the educational activities of all programs at the campus, and what are this person's qualifications?
The academic dean, Ms. Debbie Plemons, is assigned to oversee the educational activities of all campus programs. Ms. Plemons holds a master's in Business Administration from Keller Graduate School of Management of DeVry University. Ms. Plemons also holds a bachelor's degree in Commerce from DePaul University.
- 5.03 Does this person have appropriate academic or experiential qualifications?
 Yes No
- 5.04 Describe how the campus makes provisions for program administrators to have sufficient authority and responsibility for the

development and administration of the programs.

The academic dean and campus president give the administrators the authority to develop and administer their respective programs. As per the team's interview with the academic dean, program administrators must meet specific academic and professional criteria in order to hold their positions.

- 5.05 Is the time devoted to the administration of the educational programs sufficient?
 Yes No
- 5.06 Is there a published policy on the responsibility and authority of faculty in academic governance?
 Yes No
- 5.07 Does the policy, at a minimum, address the role of the faculty in the following areas?
 (a) Development of the educational program.
 Yes No
 (b) Selection of course materials, instructional equipment and other educational resources.
 Yes No
 (c) Systematic evaluation and revision of the curriculum.
 Yes No
 (d) Assessment of student learning outcomes.
 Yes No
 (e) Planning for institutional effectiveness.
 Yes No
- 5.08 Is there evidence that this policy has been adopted and faculty members are aware of it?
 Yes No
- 5.09 Does the campus have any programs that require specialized or programmatic accreditation to obtain entry-level employment or licensure by the state in which the campus is approved?
 Yes No (*Skip to question 5.10*)

FOR NEW GRANTS ONLY

- 5.10 Does the campus have any programs with current specialized or programmatic accreditation?
 Yes No (*Skip to question 5.14*)

FOR ALL CAMPUSES

- 5.14 Are the educational programs consistent with the campus' mission and the needs of its students?
 Yes No
- 5.15 Do the formation of policies and the design of educational programs involve students, graduates, administrators, faculty, and other interested parties such as advisory committees?
 Yes No
- 5.16 What provisions are made for individual differences among students?
 The academic dean, faculty, and staff are encouraged to get to know each student on an individual basis. This helps them better understand and accommodate the differences amongst students. There are various campus organizations and activities that students can involve themselves to accommodate their differences in learning styles.
- 5.17 Describe the system in place to evaluate, revise, and make changes to the curriculum.
 The academic dean and the campus administration have implemented weekly faculty meetings to discuss the effectiveness of the curriculum. Faculty is encouraged to evaluate, revise, and make changes as long as they are within the standardized scope of the curriculum.
- 5.18 Does the faculty participate in this process?
 Yes No

- 5.19 Is credit appropriately converted in relation to total student contact hours in each class?
 Yes No
- 5.20 If the campus awards academic credit to students who demonstrate subject competency based on academic, occupational, or personal experiences, is there an established systematic method for evaluating and awarding academic credit to which the campus adheres?
 Yes No Not Applicable (campus does not award such credit)
- If Yes, is there appropriate documentation of the assessments of knowledge, skills, or competencies required?
 Yes No Not Applicable (no student has made such a request)
- 5.21 Are courses and breaks scheduled appropriately, given the students' academic background and the coursework involved?
 Yes No
- 5.22 Are the following appropriate to adequately support the number and nature of the general education courses?
 (a) Facilities.
 Yes No
 (b) Instructional equipment.
 Yes No
 (c) Resources.
 Yes No
 (d) Personnel.
 Yes No
- 5.23 Does the campus provide an environment for its faculty that is conducive to effective classroom instruction?
 Yes No
- 5.24 Are the quantity and type of instructional materials and equipment proportionate to the size of the campus and types of programs?
 Yes No
- 5.25 Based on the team's observation of the instructional materials used, interviews with students and faculty, and a review of software licenses, is the campus in compliance with applicable licensing and copyright laws?
 Yes No
- 5.26 Are official transcripts for all qualifying credentials and for those credentials listed in the catalog on file for all instructors?
 Yes No
- 5.27 Have faculty transcripts from institutions not accredited by agencies recognized by the United States Department of Education been translated into English and evaluated by a member of the Association of International Credential Evaluators (AICE) or the National Association of Credential Evaluation Services (NACES) to determine the equivalency of the credentials to credentials awarded by institutions in the United States?
 Yes No Not Applicable (no faculty members hold foreign credentials)
- 5.28 Is there documented evidence of a systematic program of in-service training at the campus?
 Yes No
- If Yes, how is this documented?
 The team reviewed minutes and sign in sheets for the in-service training programs held at the campus.
- 5.29 Is there evidence that appropriate faculty development plans have been developed and implemented annually, including documentation to support completed activities listed on the plans?
 Yes No
- 5.30 Is there evidence that full-time and part-time instructors participate in regularly scheduled faculty meetings?
 Yes No

5.31 Is there an adequate core of full- and/or part-time faculty to assure sound direction and continuity of development for the educational programs?
 Yes No

5.32 Does the institution utilize contracts and/or agreements with other institutions or entities?
 Yes No

FOR OCCUPATIONAL ASSOCIATE'S, ACADEMIC ASSOCIATE'S, AND BACHELOR'S DEGREES ONLY

5.35 Are instructors teaching general education courses assigned in keeping with the minimum requirements as stated in the *Accreditation Criteria*?
 Yes No

FOR ACADEMIC ASSOCIATE'S DEGREES ONLY

5.36 Does the program include a minimum of 15 semester, 22.5 quarter hours, or their equivalent in general education courses?
 Yes No

5.37 Do the programs' general education courses meet Council standards in that the courses place emphasis on principles and theory not on practical applications associated with a particular occupation?
 Yes No

5.38 Are at least one-half of all courses that are part of each associate's degree program taught by faculty members who have graduate degrees, professional degrees, or bachelor's degrees plus professional certification?
 Yes No

FOR BACHELOR'S DEGREES ONLY

5.39 Does the program include a minimum of 36 semester hours, 54 quarter hours, or their equivalent in general education courses?
 Yes No

5.40 Do the program's general education courses meet Council standards?
 Yes No

5.41 Are at least one-half of all lower-division subjects and all upper-division courses that are part of the bachelor's degree program taught by faculty members who have graduate degrees, professional degrees, or bachelor's degrees plus professional certification?
 Yes No

EDUCATIONAL FACILITIES

6.01 Describe the physical facility of the campus (include details such as campus location, square footage, distribution of space, parking situation and any other pertinent information).

The campus is located between downtown Chicago and the Indiana border and is nearer the Indiana border. The campus is located in a shopping mall and encompasses 42,000 square feet of space containing:

- 27 classrooms and laboratories;
- a library;
- a student lounge with leisure space and activities available to students, including couches and a foosball table;
- and office space for administration, faculty, and staff to utilize.

Parking is more than adequate in the shopping mall parking lot. The facility is brightly lit, well configured, and is adequate to meet the campus mission.

6.02 Does the campus utilize any additional space locations?

- Yes No
- 6.03 Does the campus utilize campus additions?
 Yes No
- 6.04 Are all facilities (including additional space and campus additions) appropriate for the size of the student population and the programs offered?
 Yes No
- 6.05 Are the following appropriate to support the student population and the programs offered at all locations (including additional space and campus additions)?
- (a) Equipment
 Yes No
- (b) Instructional tools
 Yes No
- (c) Machinery
 Yes No
- 6.06 Is there evidence on file to show that all campus facilities are in compliance with fire, safety, and sanitation regulations?
 Yes No Not Applicable

PUBLICATIONS

- 7.01 What catalog was used during the evaluation (please include the year, number, and volume if appropriate)?
The team reviewed the Westwood College 2014 academic catalog, volume 32 - number 1.
- 7.02 Does the self-study or additional location application part II accurately portray the campus?
 Yes No
- 7.03 Does the campus publish a catalog that is appropriately printed and bound and available to all enrolled students?
 Yes No
- 7.04 Does the catalog contain the following items?
- (a) A table of contents and/or an index.
 Yes No
- (b) An indication of the year or years for which the catalog is effective on the front page or cover page.
 Yes No
- (c) The names and titles of the administrators.
 Yes No
- (d) A statement of legal control which includes the names of trustees, directors, and officers of the corporation.
 Yes No
- (e) A statement of accreditation
 Yes No Not Applicable (initial applicant)
- (f) A mission statement.
 Yes No
- (g) A listing of full-time faculty members which lists all qualifying credentials held along with the awarding institution and the area of teaching specialization.
 Yes No
- (h) An academic calendar.
 Yes No
- (i) A full disclosure of the admission requirements.
 Yes No
- (j) A statement for each curriculum offered that includes a statement of objective or purpose; an accurate and complete listing of all courses in the curriculum with a unique identifying number and title, the credit or clock hours awarded; the total credit or clock

hours required to complete the curriculum; any necessary requirements for certification, licensing, or registration needed to work in the field; and any additional requirements that must be met to complete the curriculum.

Yes No

(k) A description of each course offered that includes the identifying number, title, credit or clock hours awarded, a concise description of the course contents, and any necessary prerequisites.

Yes No

(l) An explanation of the grading system that is consistent with the one that appears on the student transcript.

Yes No

(m) A definition of the unit of credit.

Yes No Not Applicable (The campus does not award credit)

(n) A complete explanation of the standards of satisfactory academic progress.

Yes No

(o) A description of the certificates, diplomas, and/or degrees awarded along with a statement of the requirements necessary for completion of each.

Yes No

(p) The transfer of credit policy.

Yes No

(q) A statement of the tuition, fees, and any other charges.

Yes No

(r) A complete and accurate listing of all scholarships, grants, and/or loans offered.

Yes No Not Applicable (no scholarships, grants, or loans offered)

(s) The refund policy.

Yes No

(t) A statement describing the student services offered.

Yes No

(u) A student grievance policy that includes the name and address of ACICS (may be in the student handbook instead of catalog).

Yes No Not Applicable (initial applicants only)

7.05 Does the campus offer degree programs?

Yes No

If Yes, does the catalog contain the following?

(a) An explanation of the course numbering system (for all levels).

Yes No

(b) Identification of courses that satisfy general education requirements (for occupational associate's, academic associate's, and bachelor's degrees only).

Yes No

(c) Identification of courses that satisfy the concentration requirements (for academic associate's and bachelor's degrees only).

Yes No

(d) Identification of courses that satisfy the upper-division (for bachelor's degrees only).

Yes No Not Applicable

7.06 Does the campus offer courses and/or programs via distance education?

Yes No (Skip to Question 7.07.)

7.07 Does the catalog contain an addendum/supplement?

Yes No (Skip to Question 7.08.)

(a) Is the catalog updated at an appropriate interval (the addendum/supplement should not be used as a substitute for meeting this expectation)?

Yes No

(b) Does the addendum supplement include the school name, location, and effective date for the entire document (or for individual sections if effective dates vary)?

Yes No

(c) Do students receive a copy of the addendum/supplement with the catalog?

Yes No

7.08 Is the catalog available online?
 Yes No *(Skip to Question 7.09.)*

If Yes, does it match the hard copy version?
 Yes No

7.09 Does the campus utilize a multiple-school catalog?
 Yes No *(Skip to Question 7.10.)*

If Yes, answer the following:

(a) Are all campuses using the same catalog of common ownership?

Yes No

(b) Are all photographs utilized properly labeled to identify the location depicted?

Yes No

(c) Are faculty and staff listings properly identified with respect to the campus to which they belong?

Yes No

7.10 Is all advertising and promotional literature, through any type of media (social media, website, newspapers, etc.), truthful and dignified?
 Yes No

7.11 Is the correct name of the campus listed in all advertising, web postings and promotional literature?
 Yes No

7.12 Where does the campus advertise (publications, online, etc.)?
 The campus advertises through a variety of outlets including:

- online,
- television,
- radio,
- flyers,
- and brochures on and off campus.

In addition, the campus has a multi-campus publication, available to the general public, entitled the "Westwood 100". This publication highlights the "personal success stories" of 100 of the institution's alumni.

Are all print and electronic advertisements under acceptable headings?
 Yes No

7.13 Does the campus use endorsements, commendations, or recommendations in its advertising?
 Yes No *(Skip to Question 7.14.)*

If Yes, is there evidence that prior written consent was obtained and that all representations are factual and portraying current conditions?
 Yes No

7.14 Does the campus utilize services funded by third parties?
 Yes No *(Skip to Question 7.15.)*

7.15 Does the campus avoid offering monetary incentives to attract students and avoid making guarantees for job placement or salary for graduates?
 Yes No

7.16 Is the phrase "for those who qualify" properly referenced in all advertising that mentions financial aid?
 Yes No Not Applicable (campus does not participate in financial aid)

7.17 What institutional performance information does the campus routinely provide to the public?
 The campus provides the following performance information to the public:

- completion rates,
- graduation rates,
- retention rates,
- and employment disclosures.

Where is this information published and how frequently is this information being updated?

This information is provided on the campus' website and is updated annually.

LIBRARY, INSTRUCTIONAL RESOURCES, AND TECHNOLOGY

FOR ALL PROGRAMS

- 8.01 Does the campus develop an adequate base of library resources?
 Yes No
- 8.02 Does the campus ensure access of library resources to all faculty and students, including students at nonmain campuses?
 Yes No
- 8.03 Does the campus provide training and support to faculty and students in utilizing library resources as an integral part of the learning process?
 Yes No
- 8.04 Are adequate staff provided to support the development, organization of the collection, and access of library resources?
 Yes No
- 8.05 Describe how the campus develops continuous assessment strategies for resources and information services?
 During scheduled campus meetings, the librarian makes regular requests of faculty and staff to assess resources and information services needed. Faculty indicate that the librarian is very responsive to their needs for resources and information services.
- Are these methods appropriate?
 Yes No
- 8.06 Is the library staff adequately trained to support the library?
 Yes No

FOR OCCUPATIONAL ASSOCIATE'S, ACADEMIC ASSOCIATE'S, BACHELOR'S, AND MASTER'S DEGREES ONLY

- 8.07 Is the campus' established annual budget appropriate to the size and scope of the campus and the programs offered, and is the allocation appropriately expended for the purchase of books, periodicals, library equipment, and other resource and reference materials?
 Yes No
- 8.08 What is the amount of the current year's library budget excluding personnel allocations?
 The current year's library budget is: \$7200.00 or \$600 per month.
- 8.09 What portion of the current year's library budget has been spent and how has the money been allocated?
 To date, \$1800 of the \$7200 yearly library budget has been spent. The money has been allocated for physical books and periodicals.
- 8.10 Is there evidence that the faculty have major involvement in the selection of library resources?
 Yes No
- 8.11 Are the library hours adequate to accommodate the needs of all students?
 Yes No

FOR ACADEMIC ASSOCIATE'S, BACHELOR'S, AND MASTER'S DEGREES ONLY

- 8.12 Describe how the faculty inspire, motivate, and direct student usage of the library resources?
Students receive library training in PDEV111, Success Strategies. This course is typically taken during the student's first term. In addition, faculty assign projects in which useage of the library's resources are necessary for completion.

Are these methods appropriate?

Yes No

- 8.13 Is the Dewey Decimal, Library of Congress, or other appropriate system of classification used to organize the library materials?
 Yes No

- 8.14 Are records of physical and/or online resources and circulation accurate and up to date?
 Yes No

- 8.15 If interlibrary agreements are in effect, are the provisions appropriate, do they ensure practical use and accessibility to the students, and is evidence of student use documented?
 Yes No Not Applicable (no interlibrary agreements)

If *No*, insert the section number in parentheses and explain:

Yes, there is an interlibrary agreement with the Consortium of Academic and Research Libraries of Illinois (CARLI), which gives students free borrowing priveleges from the majority of Illinois' academic libraries. The provisions of the agreement are appropriate, and the resources are accessible to students. However, there is no documented evidence of usage since students have not yet done so. According to the campus librarian, Ms. Elizabeth Samaniego, with the available campus library resources and convenient access to the Calumet City Library and Lansing Public Library, both within walking distance of the campus; there is no demand for these resources.

- 8.16 Describe any full-text online collections available to students.

Full-text online collections available to students include:

- Britannica Online,
- eBooks on EBSCOhost,
- Films on Demand,
- LexisNexis Academic,
- lynda.com,
- Points of View Reference Center,
- ProQuest,
- Statistical Ready Reference,
- and STAT!Ref.

- 8.17 Are the library physical holdings and /or full-text online collections up to date and adequate for the size of the campus and the breadth of and enrollment in its educational programs?
 Yes No

- 8.18 Does the library collection include holdings in the humanities, arts, social sciences, and sciences, including mathematics?
 Yes No

FOR ACADEMIC ASSOCIATE'S AND BACHELOR'S DEGREES ONLY

- 8.19 Who is the on-site librarian, what are this person's qualifications, and what are his or her hours on-site?
Ms. Elizabeth Samaniego is the on-site librarian. Ms. Samaniego holds a master's in Library and Information Science from Dominican University in River Forest, Illinois. Ms. Samaniego is on-site in the library during the following times:
Monday, 7:30 AM - 9:00 PM
Tuesday, 8:30 AM - 9:00 PM
Wednesday, 7:30 AM - 9:00 PM
Thursday, 8:30 AM - 9:00 PM
Friday, 8:30 AM - 7:00 PM

She is also accessible to students and faculty by email and phone.

Does this individual:

(a) Supervise and manage the library and instructional resources?

Yes No

(b) Facilitate the integration of instructional resources into all phases of the campus's curricular and educational offerings?

Yes No

(c) Assist students in the use of instructional resources?

Yes No

8.20 Are all individuals who supervise the library and assist students with library functions well-trained and competent in both using and aiding in the use of the library technologies and resources?

Yes No

8.21 Have library staff transcripts from campuses not accredited by agencies recognized by the United States Department of Education been translated into English and evaluated by a member of the National Association of Credential Evaluation Services (NACES) or the Association of International Credential Evaluators (AICE) to determine the equivalency of the degrees to degrees awarded by campuses in the United States?

Yes No Not Applicable (staff do not hold foreign credentials)

8.22 Is documentation on file to reflect the librarian's participation in professional growth activities?

Yes No

8.23 Are the hours the library is open adequate to accommodate the needs of all students?

Yes No

8.24 Does the library make available appropriate reference, research, and information resources to provide basic support for curricular and educational offerings and to enhance student learning?

Yes No

FOR NONDEGREE PROGRAMS ONLY

8.25 Are appropriate reference materials and periodicals available for all programs offered?

Yes No

8.26 Are the instructional resources organized for easy access, usage, and preservation?

Yes No

8.27 Is there a current inventory of instructional resources?

Yes No

8.28 Does the campus have appropriate and sufficient instructional resources, equipment, and materials to meet its educational program objectives and the needs of its students?

Yes No

PROGRAM EVALUATION

Bachelor's Degree in Business Administration: Major in Healthcare Management

FOR ALL PROGRAMS

9.01 Is licensure, certification or registration required to practice in the specific career field?

Yes No (Skip to question 9.02)

9.02 Who is assigned to administer the academic program(s), and what are this person's qualifications?

Ms. Sheila Roe-Boston, general education and school of business program chair, is assigned to administer the Healthcare Management bachelor's degree program. Ms. Roe-Boston is a member of the Illinois Education Association/National Education Association (IEANEA). She holds a master's degree in Human Resource Management and master's in Business Management, both from Keller Graduate School of Management of DeVry University. She also holds a bachelor's degree in Communications from Northern Illinois University. Prior to becoming program chair, Ms. Roe-Boston worked as an instructor in the general education and business programs.

- 9.03 Does this individual possess appropriate academic or experiential qualifications?
 Yes No
- 9.04 Is there evidence that the program administrator has sufficient authority and responsibility for the development and administration of the educational program(s)?
 Yes No
- 9.05 Are the time and resources devoted to the administration of the educational program(s) sufficient?
 Yes No
- 9.06 Does the program meet the needs of its students and the requirements of the Council, as shown by student achievement outcomes which meet or exceed the standards for the following areas:
 (a) Student retention rate of 65% (programs >1 year in length) OR 70% (programs ≤ 1 year in length)?
 Yes No Not Applicable (Additional Location Inclusion only)
 (b) Student placement rate of 70%?
 Yes No Not Applicable (Additional Location Inclusion only)
- 9.07 List the community resources and describe how they are utilized to enrich the program(s).
 The program has strong community support from its Program Advisory Committee (PAC) members as evidenced by the 13 members in attendance at the November 15, 2013 PAC meeting.
- 9.08 Is the utilization of community resources sufficient to enrich the program?
 Yes No
- 9.09 Does the curriculum evidence a well-organized sequence of appropriate subjects leading to an occupational objective, an academic credential, or both?
 Yes No
- 9.10 Does the catalog and/or other advertising material such as brochures and web site, accurately describe the program and its objectives?
 Yes No
- 9.11 For programs that include practica, externships, or internships, does the institution have a written and mutually signed agreement that outlines the arrangement between the institution and the practicum site, including specific learning objectives, course requirements, and evaluation criteria?
 Yes No Not Applicable (these elements are not part of the program *or* no student is at the point of needing them)
- 9.12 Does the program use independent studies?
 Yes No (*Skip to question 9.14*)
- 9.14 Are the curriculum and length of the program appropriate to meet the educational and placement objectives of the program?
 Yes No
- 9.15 Are course prerequisites appropriate, are they identified in the catalog and on the course syllabi, and are they being followed?
 Yes No
- 9.16 Is an appropriately detailed syllabus on file for each course that includes:
 (a) Title and course descriptions
 Yes No

- (b) Course numbers
 Yes No
- (c) Course prerequisites and/or corequisites
 Yes No
- (d) Instructional contact hours/credits
 Yes No
- (e) Learning objectives
 Yes No
- (f) Instructional materials and references
 Yes No
- (g) Topical outline of the course
 Yes No
- (h) Instructional methods
 Yes No
- (i) Assessment criteria
 Yes No
- (j) Method of evaluating students
 Yes No
- (k) Date the syllabus was last reviewed
 Yes No

For Title IV participant campuses that have lecture courses in credit hour programs or clock-to-credit hour programs only:

- (l) Out-of-class work assignments that support the learning objectives for the course
 Yes No Not Applicable (Additional Location Inclusion OR clock hour program)
- (m) A description of the minimum amount of time a student is expected to spend on completion of the work assignments
 Yes No Not Applicable (Additional Location Inclusion OR clock hour program)

- 9.17 Do students confirm that they receive a course syllabus and that it is followed?
 Yes No
- 9.18 Are the courses available when needed by the student in the normal pursuit of a program of study?
 Yes No
- 9.19 Was the team able to verify the backup documentation to support the placement rate for the program(s) as reported on the last Campus Accountability Report submitted to the Council?
 Yes No Not Applicable (there have been no graduates)

How many calls to employers or graduates were attempted?
 Seven calls were attempted to employers or graduates.

How many calls to employers or graduates were successful?
 Three calls were successful.

How many of the successful contacts confirmed the employment of the graduate as reported on the CAR? Please explain any discrepancy between the number of successful contacts and confirmations.
 Three successful contacts confirmed the employment of the graduates as reported on the CAR.

- 9.20 Was documentation on file to verify graduates classified on the CAR as “not available for placement”?
 Yes No Not Applicable

FOR NEW GRANTS AND INITIAL GRANTS ONLY

- 9.21 Does the campus participate in Title IV financial aid?
 Yes No (*Skip to question 9.24*)
- 9.22 Does the campus’ written procedures (as evidenced by their academic credit analysis) support the written policy and definition of a credit hour as defined by the U.S. Department of Education for Title IV funding?

Yes No Not Applicable (Clock hour programs only)

9.23 Is there evidence that out-of-class work or the equivalency is being evaluated?

Yes No Not Applicable (Clock hour programs only)

If Yes, briefly describe the documentation of evaluation viewed on site.

Several samples of graded, student homework assignments were provided to the team.

FOR ALL VISITS

9.24 Are the following appropriate to adequately support the number and nature of the program?

(a) Facilities.

Yes No

(b) Instructional equipment.

Yes No

(c) Resources.

Yes No

(d) Personnel.

Yes No

9.25 Are the following elements appropriately incorporated into the instructional components of the program?

(a) Systematic planning.

Yes No

(b) Well-defined instructional objectives.

Yes No

(c) The selection and use of appropriate and current learning materials.

Yes No

(d) Appropriate modes of instructional delivery.

Yes No

(e) The use of appropriate assessment strategies.

Yes No

(f) The use of appropriate experiences.

Yes No

FOR NONDEGREE PROGRAMS, OCCUPATIONAL ASSOCIATE'S, ACADEMIC ASSOCIATE'S, AND BACHELOR'S DEGREES ONLY

9.27 Do the faculty members' qualifications meet the minimum requirements outlined in the *Accreditation Criteria*, and are their qualifications academically and experientially appropriate to the subject matter they teach and the level of the credential awarded?

Yes No

9.28 Is the size of the faculty appropriate to the total student enrollment?

Yes No

FOR OCCUPATIONAL ASSOCIATE'S, ACADEMIC ASSOCIATE'S, BACHELOR'S AND MASTER'S DEGREES ONLY

9.29 Is an adequate core of full- and part-time faculty employed to ensure sound direction and continuity of development for the program?

Yes No

FOR ACADEMIC ASSOCIATE'S, BACHELOR'S, AND MASTER'S, DEGREES ONLY

9.30 Are teaching loads reasonable?

Yes No

FOR BACHELOR'S DEGREES ONLY

- 9.43 Is the number of hours required to complete the program at least 120 semester hours, 180 quarter hours, or their equivalent, earned over a period of eight semesters, 12 quarters, or the equivalent?
 Yes No
- 9.44 Is there a minimum of 60 semester hours, 90 quarter hours, or their equivalent in courses within the area of concentration?
 Yes No
- 9.45 If the institution offers only the last two years of the bachelor's degree program, do the catalog and all advertising materials clearly describe the requirements for admission?
 Yes No Not Applicable (institution offers all four years of the degree)
- 9.46 Does the curriculum quantitatively and qualitatively approximate the standards at other collegiate institutions offering the same degree?
 Yes No
- 9.47 Is enrollment in the third and fourth years of the bachelor's program sufficient to support regularly scheduled classes and laboratory work?
 Yes No Not Applicable (no students in the third and fourth years)
- 9.48 Are the third- and fourth-year courses based upon appropriate prerequisites?
 Yes No

PROGRAM EVALUATION

Bachelor's Degree in Business Administration: Major in Accounting

Bachelor's Degree in Business Administration: Major in Marketing Management

FOR ALL PROGRAMS

- 9.01 Is licensure, certification or registration required to practice in the specific career field?
 Yes No (*Skip to question 9.02*)
- 9.02 Who is assigned to administer the academic program(s), and what are this person's qualifications?
 Ms. Sheila Roe-Boston is the general education and school of business program chair. She holds a bachelor's in Communications from Northern Illinois University; a master's of Business Administration and master's of Human Resource Management, both from Keller Graduate School of Management of DeVry University. Ms. Roe-Boston also has more than 15 years of private sector experience as the owner and chief executive officer of Boston Custom Design. She sits on several of the institution's committees, including a committee involving curriculum development.
- 9.03 Does this individual possess appropriate academic or experiential qualifications?
 Yes No
- 9.04 Is there evidence that the program administrator has sufficient authority and responsibility for the development and administration of the educational program(s)?
 Yes No
- 9.05 Are the time and resources devoted to the administration of the educational program(s) sufficient?
 Yes No
- 9.06 Does the program meet the needs of its students and the requirements of the Council, as shown by student achievement outcomes which meet or exceed- the standards for the following areas:

(a) Student retention rate of 65% (programs >1 year in length) OR 70% (programs ≤ 1 year in length)?

Yes No Not Applicable (Additional Location Inclusion only)

(b) Student placement rate of 70%?

Yes No Not Applicable (Additional Location Inclusion only)

9.07 List the community resources and describe how they are utilized to enrich the program(s).

The campus offers a comprehensive set of community resources in which business students can participate including:

- a program advisory board,
- "IT tech squad",
- veterans resource fairs,
- job fairs, financial seminars,
- employment mock interviews,
- and a variety of field trips.

Students also have volunteer opportunities with a variety of organizations, such as JenCare Neighborhood Medical Centers. These resources offer significant opportunities for the business students to engage with and gain career-relevant experience.

9.08 Is the utilization of community resources sufficient to enrich the program?

Yes No

9.09 Does the curriculum evidence a well-organized sequence of appropriate subjects leading to an occupational objective, an academic credential, or both?

Yes No

9.10 Does the catalog and/or other advertising material such as brochures and web site, accurately describe the program and its objectives?

Yes No

9.11 For programs that include practica, externships, or internships, does the institution have a written and mutually signed agreement that outlines the arrangement between the institution and the practicum site, including specific learning objectives, course requirements, and evaluation criteria?

Yes No Not Applicable (these elements are not part of the program *or* no student is at the point of needing them)

9.12 Does the program use independent studies?

Yes No

9.13 Are independent studies used appropriately, and is there a contract signed by the student and the institution that meets Council standards?

Yes No

9.14 Are the curriculum and length of the program appropriate to meet the educational and placement objectives of the program?

Yes No

9.15 Are course prerequisites appropriate, are they identified in the catalog and on the course syllabi, and are they being followed?

Yes No

9.16 Is an appropriately detailed syllabus on file for each course that includes:

(a) Title and course descriptions

Yes No

(b) Course numbers

Yes No

(c) Course prerequisites and/or corequisites

Yes No

(d) Instructional contact hours/credits

Yes No

(e) Learning objectives

 Yes No

(f) Instructional materials and references

 Yes No

(g) Topical outline of the course

 Yes No

(h) Instructional methods

 Yes No

(i) Assessment criteria

 Yes No

(j) Method of evaluating students

 Yes No

(k) Date the syllabus was last reviewed

 Yes No***For Title IV participant campuses that have lecture courses in credit hour programs or clock-to-credit hour programs only:***

(l) Out-of-class work assignments that support the learning objectives for the course

 Yes No Not Applicable (Additional Location Inclusion OR clock hour program)

(m) A description of the minimum amount of time a student is expected to spend on completion of the work assignments

 Yes No Not Applicable (Additional Location Inclusion OR clock hour program)

9.17 Do students confirm that they receive a course syllabus and that it is followed?

 Yes No

9.18 Are the courses available when needed by the student in the normal pursuit of a program of study?

 Yes No

9.19 Was the team able to verify the backup documentation to support the placement rate for the program(s) as reported on the last Campus Accountability Report submitted to the Council?

 Yes No Not Applicable (there have been no graduates)

How many calls to employers or graduates were attempted?

The following number of calls to employers or graduates was attempted for the following programs:

Bachelor's degree in Business Administration: Major in Accounting - 5

Bachelor's degree in Business Administration: Major in Marketing - 5

How many calls to employers or graduates were successful?

The following number of calls to employers or graduates was successful for the following programs:

Bachelor's degree in Business Administration: Major in Accounting - 0

Bachelor's degree in Business Administration: Major in Marketing - 2

How many of the successful contacts confirmed the employment of the graduate as reported on the CAR? Please explain any discrepancy between the number of successful contacts and confirmations.

Two successful contacts confirmed the employment of the accounting program graduates as reported on the CAR. No contacts were available to confirm the employment of the marketing program graduates.

9.20 Was documentation on file to verify graduates classified on the CAR as "not available for placement"?

 Yes No Not Applicable**FOR NEW GRANTS AND INITIAL GRANTS ONLY**

9.21 Does the campus participate in Title IV financial aid?

 Yes No

9.22 Does the campus' written procedures (as evidenced by their academic credit analysis) support the written policy and definition of a credit hour as defined by the U.S. Department of Education for Title IV funding?

 Yes No Not Applicable (Clock hour programs only)

- 9.23 Is there evidence that out-of-class work or the equivalency is being evaluated?
 Yes No Not Applicable (Clock hour programs only)

If Yes, briefly describe the documentation of evaluation viewed on site.

The team reviewed graded homework assignments, quizzes, mid-term and final exams. The team also reviewed documentation that displayed student, in-class participation. Students are given points based upon their quantity and quality of participation in subject-related discussion while in class. These participation points help instructors assess if students are successfully completing their homework assignments.

FOR ALL VISITS

- 9.24 Are the following appropriate to adequately support the number and nature of the program?
- (a) Facilities.
 Yes No
- (b) Instructional equipment.
 Yes No
- (c) Resources.
 Yes No
- (d) Personnel.
 Yes No
- 9.25 Are the following elements appropriately incorporated into the instructional components of the program?
- (a) Systematic planning.
 Yes No
- (b) Well-defined instructional objectives.
 Yes No
- (c) The selection and use of appropriate and current learning materials.
 Yes No
- (d) Appropriate modes of instructional delivery.
 Yes No
- (e) The use of appropriate assessment strategies.
 Yes No
- (f) The use of appropriate experiences.
 Yes No

FOR NONDEGREE PROGRAMS, OCCUPATIONAL ASSOCIATE'S, ACADEMIC ASSOCIATE'S, AND BACHELOR'S DEGREES ONLY

- 9.27 Do the faculty members' qualifications meet the minimum requirements outlined in the *Accreditation Criteria*, and are their qualifications academically and experientially appropriate to the subject matter they teach and the level of the credential awarded?
 Yes No
- 9.28 Is the size of the faculty appropriate to the total student enrollment?
 Yes No

FOR OCCUPATIONAL ASSOCIATE'S, ACADEMIC ASSOCIATE'S, BACHELOR'S AND MASTER'S DEGREES ONLY

- 9.29 Is an adequate core of full- and part-time faculty employed to ensure sound direction and continuity of development for the program?
 Yes No

FOR ACADEMIC ASSOCIATE'S, BACHELOR'S, AND MASTER'S, DEGREES ONLY

- 9.30 Are teaching loads reasonable?
 Yes No

FOR BACHELOR'S DEGREES ONLY

- 9.43 Is the number of hours required to complete the program at least 120 semester hours, 180 quarter hours, or their equivalent, earned over a period of eight semesters, 12 quarters, or the equivalent?
 Yes No
- 9.44 Is there a minimum of 60 semester hours, 90 quarter hours, or their equivalent in courses within the area of concentration?
 Yes No
- 9.45 If the institution offers only the last two years of the bachelor's degree program, do the catalog and all advertising materials clearly describe the requirements for admission?
 Yes No Not Applicable (institution offers all four years of the degree)
- 9.46 Does the curriculum quantitatively and qualitatively approximate the standards at other collegiate institutions offering the same degree?
 Yes No
- 9.47 Is enrollment in the third and fourth years of the bachelor's program sufficient to support regularly scheduled classes and laboratory work?
 Yes No Not Applicable (no students in the third and fourth years)
- 9.48 Are the third- and fourth-year courses based upon appropriate prerequisites?
 Yes No

GENERAL COMMENTS:

As per the business program chair, the accounting program is being taught out. The three remaining students should graduate at the end of the January 2014 term. Students commented on their desire to have more practical, hands-on experiences in their courses rather than relying so much on textbooks and lectures. First year students, in particular, said they were satisfied with the campus thus far.

PROGRAM EVALUATION**Bachelor's Degree in Criminal Justice: Major in Administration****FOR ALL PROGRAMS**

- 9.01 Is licensure, certification or registration required to practice in the specific career field?
 Yes No (*Skip to question 9.02*)
- 9.02 Who is assigned to administer the academic program(s), and what are this person's qualifications?
 Mr. Stephen Kashirsky, criminal justice program chair, is assigned to administer program. Mr. Kashirsky holds a master's in Criminal Justice from the University of Detroit, a master's in Physical Education from Indiana University, and a bachelor's in Upper Grade Teaching from Chicago Teacher's College. Mr. Kashirsky is an instructor for South Suburban College where he began teaching in 2003. He has also been a loss prevention agent for Carson Piere Scott, and is currently still employed with the company. Mr. Kahirsky started as an instructor for Westwood College in 2004. Mr. Kashirsky retired as a special agent for the Federal Bureau of Investigations (FBI).
- 9.03 Does this individual possess appropriate academic or experiential qualifications?
 Yes No
- 9.04 Is there evidence that the program administrator has sufficient authority and responsibility for the development and administration of the educational program(s)?
 Yes No

- 9.05 Are the time and resources devoted to the administration of the educational program(s) sufficient?
 Yes No
- 9.06 Does the program meet the needs of its students and the requirements of the Council, as shown by student achievement outcomes which meet or exceed the standards for the following areas:
 (a) Student retention rate of 65% (programs >1 year in length) OR 70% (programs ≤ 1 year in length)?
 Yes No Not Applicable (Additional Location Inclusion only)
 (b) Student placement rate of 70%?
 Yes No Not Applicable (Additional Location Inclusion only)
- 9.07 List the community resources and describe how they are utilized to enrich the program(s).
 The program chair and additional faculty have direct relationships with local, state, and federal law enforcement agencies. Students are able to go on field trips and attend seminars within the community to reinforce what they learn in the classroom. Students have guest speakers every month, including career-related professionals who work in the criminal justice field.
- 9.08 Is the utilization of community resources sufficient to enrich the program?
 Yes No
- 9.09 Does the curriculum evidence a well-organized sequence of appropriate subjects leading to an occupational objective, an academic credential, or both?
 Yes No
- 9.10 Does the catalog and/or other advertising material such as brochures and web site, accurately describe the program and its objectives?
 Yes No
- 9.11 For programs that include practica, externships, or internships, does the institution have a written and mutually signed agreement that outlines the arrangement between the institution and the practicum site, including specific learning objectives, course requirements, and evaluation criteria?
 Yes No Not Applicable (these elements are not part of the program *or* no student is at the point of needing them)
- 9.12 Does the program use independent studies?
 Yes No
- 9.13 Are independent studies used appropriately, and is there a contract signed by the student and the institution that meets Council standards?
 Yes No
- 9.14 Are the curriculum and length of the program appropriate to meet the educational and placement objectives of the program?
 Yes No
- 9.15 Are course prerequisites appropriate, are they identified in the catalog and on the course syllabi, and are they being followed?
 Yes No
- 9.16 Is an appropriately detailed syllabus on file for each course that includes:
 (a) Title and course descriptions
 Yes No
 (b) Course numbers
 Yes No
 (c) Course prerequisites and/or corequisites
 Yes No
 (d) Instructional contact hours/credits
 Yes No
 (e) Learning objectives
 Yes No

(f) Instructional materials and references

Yes No

(g) Topical outline of the course

Yes No

(h) Instructional methods

Yes No

(i) Assessment criteria

Yes No

(j) Method of evaluating students

Yes No

(k) Date the syllabus was last reviewed

Yes No

For Title IV participant campuses that have lecture courses in credit hour programs or clock-to-credit hour programs only:

(l) Out-of-class work assignments that support the learning objectives for the course

Yes No Not Applicable (Additional Location Inclusion OR clock hour program)

(m) A description of the minimum amount of time a student is expected to spend on completion of the work assignments

Yes No Not Applicable (Additional Location Inclusion OR clock hour program)

9.17 Do students confirm that they receive a course syllabus and that it is followed?

Yes No

9.18 Are the courses available when needed by the student in the normal pursuit of a program of study?

Yes No

9.19 Was the team able to verify the backup documentation to support the placement rate for the program(s) as reported on the last Campus Accountability Report submitted to the Council?

Yes No Not Applicable (there have been no graduates)

How many calls to employers or graduates were attempted?

Five calls to employers or graduates were attempted.

How many calls to employers or graduates were successful?

Three calls to employers or graduates were successful.

How many of the successful contacts confirmed the employment of the graduate as reported on the CAR? Please explain any discrepancy between the number of successful contacts and confirmations.

Three of the successful contacts confirmed the employment of the graduate as reported on the CAR

9.20 Was documentation on file to verify graduates classified on the CAR as "not available for placement"?

Yes No Not Applicable

FOR NEW GRANTS AND INITIAL GRANTS ONLY

9.21 Does the campus participate in Title IV financial aid?

Yes No

9.22 Does the campus' written procedures (as evidenced by their academic credit analysis) support the written policy and definition of a credit hour as defined by the U.S. Department of Education for Title IV funding?

Yes No Not Applicable (Clock hour programs only)

9.23 Is there evidence that out-of-class work or the equivalency is being evaluated?

Yes No Not Applicable (Clock hour programs only)

If Yes, briefly describe the documentation of evaluation viewed on site.

The team was able to review documentation provided by the campus in the program binder. It verifies that homework is assigned, graded, and is counted toward the student's quarterly grade.

FOR ALL VISITS

9.24 Are the following appropriate to adequately support the number and nature of the program?

(a) Facilities.

Yes No

(b) Instructional equipment.

Yes No

(c) Resources.

Yes No

(d) Personnel.

Yes No

9.25 Are the following elements appropriately incorporated into the instructional components of the program?

(a) Systematic planning.

Yes No

(b) Well-defined instructional objectives.

Yes No

(c) The selection and use of appropriate and current learning materials.

Yes No

(d) Appropriate modes of instructional delivery.

Yes No

(e) The use of appropriate assessment strategies.

Yes No

(f) The use of appropriate experiences.

Yes No

FOR NONDEGREE PROGRAMS, OCCUPATIONAL ASSOCIATE'S, ACADEMIC ASSOCIATE'S, AND BACHELOR'S DEGREES ONLY

9.27 Do the faculty members' qualifications meet the minimum requirements outlined in the *Accreditation Criteria*, and are their qualifications academically and experientially appropriate to the subject matter they teach and the level of the credential awarded?

Yes No

9.28 Is the size of the faculty appropriate to the total student enrollment?

Yes No

FOR OCCUPATIONAL ASSOCIATE'S, ACADEMIC ASSOCIATE'S, BACHELOR'S AND MASTER'S DEGREES ONLY

9.29 Is an adequate core of full- and part-time faculty employed to ensure sound direction and continuity of development for the program?

Yes No

FOR ACADEMIC ASSOCIATE'S, BACHELOR'S, AND MASTER'S, DEGREES ONLY

9.30 Are teaching loads reasonable?

Yes No

FOR BACHELOR'S DEGREES ONLY

9.43 Is the number of hours required to complete the program at least 120 semester hours, 180 quarter hours, or their equivalent, earned over a period of eight semesters, 12 quarters, or the equivalent?

Yes No

9.44 Is there a minimum of 60 semester hours, 90 quarter hours, or their equivalent in courses within the area of concentration?

Yes No

- 9.45 If the institution offers only the last two years of the bachelor's degree program, do the catalog and all advertising materials clearly describe the requirements for admission?
 Yes No Not Applicable (institution offers all four years of the degree)
- 9.46 Does the curriculum quantitatively and qualitatively approximate the standards at other collegiate institutions offering the same degree?
 Yes No
- 9.47 Is enrollment in the third and fourth years of the bachelor's program sufficient to support regularly scheduled classes and laboratory work?
 Yes No Not Applicable (no students in the third and fourth years)
- 9.48 Are the third- and fourth-year courses based upon appropriate prerequisites?
 Yes No

PROGRAM EVALUATION

Associate's Degree in Construction Management

Bachelor's Degree in Construction Management

Associate's Degree in Computer Aided Design/Architectural Drafting

Associate's Degree in Graphic Design

Bachelor's Degree in Graphic Design: Major in Animation

Bachelor's Degree in Graphic Design: Major in Game Art

Bachelor's Degree in Graphic Design: Major in Visual Communications

FOR ALL PROGRAMS

- 9.01 Is licensure, certification or registration required to practice in the specific career field?
 Yes No (*Skip to question 9.02*)
- 9.02 Who is assigned to administer the academic program(s), and what are this person's qualifications?
 Mr. Kevin Connaughton, program chair, is assigned to administer the campus' Computer Aided Design/Architectural Drafting (CAD) and design programs. Mr. Connaughton holds a bachelor's degree in Art from Columbia College in Chicago, Illinois and a master's degree in Art from St. Xavier University in Chicago, Illinois. Mr. Connaughton has been with the campus since October 2006. Prior to joining the campus, he worked as a teachers aide from 1997-2000 at Columbia College-Chicago; a student teacher at Joliet Central High School from January 2006-May 2006; and as a graphic designer/draftsman for Primera Engineer from 2000 - 2005. Mr. Connaughton also teaches part time at the University of Phoenix and has been with them since 2008.
- Mr. Richard T. Dixon, program chair, is assigned to administer the campus' construction management programs. Mr. Dixon began working at the campus in October 2002 as an adjunct instructor before becoming a full-time faculty member. He holds the following Cisco certifications:
- Cisco Certified Network Associate (CCNA)1 Network Basics,
 - CCNA2 Routers/Routing Basics,
 - CCNA-Accessing WAN,
 - and CompTIA Linux +.
- Prior to his employment at the campus, Mr. Dixon worked for LTV Steel Corporation as manager of the computer and networking department from 1994-2002. He currently teaches at DeVry University and its Keller School of Management and has been with that institution since 2001.
- 9.03 Does this individual possess appropriate academic or experiential qualifications?
 Yes No

- 9.04 Is there evidence that the program administrator has sufficient authority and responsibility for the development and administration of the educational program(s)?
 Yes No
- 9.05 Are the time and resources devoted to the administration of the educational program(s) sufficient?
 Yes No
- 9.06 Does the program meet the needs of its students and the requirements of the Council, as shown by student achievement outcomes which meet or exceed the standards for the following areas:
 (a) Student retention rate of 65% (programs >1 year in length) OR 70% (programs ≤ 1 year in length)?
 Yes No Not Applicable (Additional Location Inclusion only)
 (b) Student placement rate of 70%?
 Yes No Not Applicable (Additional Location Inclusion only)
- If *No*, does the campus provide one of the following:
 A Campus Effectiveness Plan (CEP) that includes an improvement plan for this program with data, analysis and activities to meet or exceed Council requirements?
 Yes No
- 9.07 List the community resources and describe how they are utilized to enrich the program(s).
 The programs have numerous local companies represented in the campus' Program Activities Committee (PAC) meeting which meets twice a year. The programs also have career-related field trips and guest speakers to for students.
- 9.08 Is the utilization of community resources sufficient to enrich the program?
 Yes No
- 9.09 Does the curriculum evidence a well-organized sequence of appropriate subjects leading to an occupational objective, an academic credential, or both?
 Yes No
- 9.10 Does the catalog and/or other advertising material such as brochures and web site, accurately describe the program and its objectives?
 Yes No
- 9.11 For programs that include practica, externships, or internships, does the institution have a written and mutually signed agreement that outlines the arrangement between the institution and the practicum site, including specific learning objectives, course requirements, and evaluation criteria?
 Yes No Not Applicable (these elements are not part of the program *or* no student is at the point of needing them)
- 9.12 Does the program use independent studies?
 Yes
- 9.13 Are independent studies used appropriately, and is there a contract signed by the student and the institution that meets Council standards?
 Yes No
- 9.14 Are the curriculum and length of the program appropriate to meet the educational and placement objectives of the program?
 Yes No
- 9.15 Are course prerequisites appropriate, are they identified in the catalog and on the course syllabi, and are they being followed?
 Yes No
- 9.16 Is an appropriately detailed syllabus on file for each course that includes:
 (a) Title and course descriptions

Yes No

(b) Course numbers

Yes No

(c) Course prerequisites and/or corequisites

Yes No

(d) Instructional contact hours/credits

Yes No

(e) Learning objectives

Yes No

(f) Instructional materials and references

Yes No

(g) Topical outline of the course

Yes No

(h) Instructional methods

Yes No

(i) Assessment criteria

Yes No

(j) Method of evaluating students

Yes No

(k) Date the syllabus was last reviewed

Yes No

For Title IV participant campuses that have lecture courses in credit hour programs or clock-to-credit hour programs only:

(l) Out-of-class work assignments that support the learning objectives for the course

Yes No Not Applicable (Additional Location Inclusion OR clock hour program)

(m) A description of the minimum amount of time a student is expected to spend on completion of the work assignments

Yes No Not Applicable (Additional Location Inclusion OR clock hour program)

9.17 Do students confirm that they receive a course syllabus and that it is followed?

Yes No

9.18 Are the courses available when needed by the student in the normal pursuit of a program of study?

Yes No

9.19 Was the team able to verify the backup documentation to support the placement rate for the program(s) as reported on the last Campus Accountability Report submitted to the Council?

Yes No Not Applicable (there have been no graduates)

How many calls to employers or graduates were attempted?

The following number of calls was attempted for the following programs:

Associate's degree in Construction Management - 1

Bachelor's degree in Construction Management - 5

Associate's degree in Graphic Design - 3

Bachelor's degree in Visual Communication - 4

Bachelor's degree in Animation - 3

Associate's degree in CAD - 0

There were not calls attempted in the CAD program. The program was started in the Fall of 2013 and has yet to yield any graduates.

How many calls to employers or graduates were successful?

The following number of calls was successful:

Associate's degree in Construction Management - 1

Bachelor's degree in Construction Management - 3

Associate's degree in Graphic Design - 2

Bachelor's degree in Visual Communication - 3

Bachelor's degree in Animation - 3

Associate's degree in CAD - N/A

How many of the successful contacts confirmed the employment of the graduate as reported on the CAR? Please explain any discrepancy between the number of successful contacts and confirmations.

The following number of contacts confirmed employment as reported on the CAR:

Associate's degree in Construction Management - 1

Bachelor's degree in Construction Management - 1

Associate's degree in Graphic Design - 1

Bachelor's degree in Visual Communication - 1

Bachelor's degree in Animation - 1

Associate's degree in CAD - N/A

Five of the 12 successful contacts confirmed the graduates' "in-field" employment as reported on the 2013 CAR. Seven of the contacts indicated that the graduates' positions obtained upon graduation were neither "in-field" nor field-related.

If *No*, explain:

(Section 3-1-303 (a)): The team was not able to verify the placement rates as reported on the on the campus' 2013 Campus Accountability Report (CAR). There were discrepancies found between the information reported on the 2013 CAR and employment confirmation calls placed to employers or graduates. The CAR reported that, Mr. Patrick Kitchin, Construction Management bachelor's degree program graduate, is working in field; but the team confirmed he is employed by American House Development as a carpenter. Mr. Marcus Salter, Construction Management bachelor's degree program graduate, is reported as working in-field; but the team confirmed he is self-employed by Salter's Decorating Services as a painter. Mr. Erin Fuchion, Graphic Design associate's degree graduate, is reported as working in-field; but the team confirmed he is employed by CD One Price Cleaners as a counter/customer service person. Ms. Kierra Sims, Visual Communications bachelor's degree program graduate, is reported as working in-field; but the team confirmed she is employed by Southside Autobath as a hand car washer and detailer. Ms. Tara Werner, Visual Communications bachelor's degree program graduate, is reported as working in-field; but the team confirmed she is employed by Pier 1 Imports as a sales associate. Mr. Blake Fletcher, Animation bachelor's degree program graduate is reported as working in-field; but the team confirmed he employed by Advocate South Suburban Hospital as a food and nutrition services aid. Mr. Robert Houston, Animation bachelor's degree program graduate is reported as working in field; but the team confirmed he is employed by Apple One-Chicago as a temporary guest relations/hospitality specialist as an area hotel. Graduates contacted commented that their employment does not require the utilization of program-related skills acquired with their degree.

9.20 Was documentation on file to verify graduates classified on the CAR as "not available for placement"?

Yes No Not Applicable

FOR NEW GRANTS AND INITIAL GRANTS ONLY

9.21 Does the campus participate in Title IV financial aid?

Yes No (Skip to question 9.24)

9.22 Does the campus' written procedures (as evidenced by their academic credit analysis) support the written policy and definition of a credit hour as defined by the U.S. Department of Education for Title IV funding?

Yes No Not Applicable (Clock hour programs only)

9.23 Is there evidence that out-of-class work or the equivalency is being evaluated?

Yes No Not Applicable (Clock hour programs only)

If *Yes*, briefly describe the documentation of evaluation viewed on site.

The team reviewed current syllabi and homework submitted during the current term. The campus and provided the team with graded homework assignments for review.

FOR ALL VISITS

9.24 Are the following appropriate to adequately support the number and nature of the program?

(a) Facilities.

Yes No

(b) Instructional equipment.

Yes No

(c) Resources.

Yes No

(d) Personnel.

Yes No

9.25 Are the following elements appropriately incorporated into the instructional components of the program?

(a) Systematic planning.

Yes No

(b) Well-defined instructional objectives.

Yes No

(c) The selection and use of appropriate and current learning materials.

Yes No

(d) Appropriate modes of instructional delivery.

Yes No

(e) The use of appropriate assessment strategies.

Yes No

(f) The use of appropriate experiences.

Yes No

FOR NONDEGREE PROGRAMS, OCCUPATIONAL ASSOCIATE'S, ACADEMIC ASSOCIATE'S, AND BACHELOR'S DEGREES ONLY

9.27 Do the faculty members' qualifications meet the minimum requirements outlined in the *Accreditation Criteria*, and are their qualifications academically and experientially appropriate to the subject matter they teach and the level of the credential awarded?

Yes No

9.28 Is the size of the faculty appropriate to the total student enrollment?

Yes No

FOR OCCUPATIONAL ASSOCIATE'S, ACADEMIC ASSOCIATE'S, BACHELOR'S AND MASTER'S DEGREES ONLY

9.29 Is an adequate core of full- and part-time faculty employed to ensure sound direction and continuity of development for the program?

Yes No

FOR ACADEMIC ASSOCIATE'S, BACHELOR'S, AND MASTER'S, DEGREES ONLY

9.30 Are teaching loads reasonable?

Yes No

FOR ACADEMIC ASSOCIATE'S DEGREES ONLY

9.38 Is the number of hours required to complete the program at least 60 semester hours, 90 quarter hours, or their equivalent, earned over a period of four semesters, six quarters, or the equivalent?

Yes No

9.39 Is there a minimum of 30 semester hours, 45 quarter hours, or their equivalent in courses within the area of concentration?

Yes No

9.40 Does the curriculum quantitatively and qualitatively approximate the standards at other collegiate institutions offering the same degree?

Yes No

9.41 Is enrollment in the second academic year of the two-year program sufficient to support regularly scheduled classes?

Yes No Not Applicable (no students in the second year)

- 9.42 Are the second-year courses based upon appropriate first-year prerequisites?
 Yes No Not applicable

FOR BACHELOR'S DEGREES ONLY

- 9.43 Is the number of hours required to complete the program at least 120 semester hours, 180 quarter hours, or their equivalent, earned over a period of eight semesters, 12 quarters, or the equivalent?
 Yes No
- 9.44 Is there a minimum of 60 semester hours, 90 quarter hours, or their equivalent in courses within the area of concentration?
 Yes No
- 9.45 If the institution offers only the last two years of the bachelor's degree program, do the catalog and all advertising materials clearly describe the requirements for admission?
 Yes No Not Applicable (institution offers all four years of the degree)
- 9.46 Does the curriculum quantitatively and qualitatively approximate the standards at other collegiate institutions offering the same degree?
 Yes No
- 9.47 Is enrollment in the third and fourth years of the bachelor's program sufficient to support regularly scheduled classes and laboratory work?
 Yes No Not Applicable (no students in the third and fourth years)
- 9.48 Are the third- and fourth-year courses based upon appropriate prerequisites?
 Yes No

GENERAL COMMENTS:

The students commented on their desire to have more practical, hands-on experiences in their courses; rather than mainly relying on textbooks, term papers, and lectures.

PROGRAM EVALUATION

Associate's Degree in Information and Network Technologies

Bachelor's Degree in Information and Network Technologies: Major in Network Management

Bachelor's Degree in Information and Network Technologies: Major in Systems Security

FOR ALL PROGRAMS

- 9.01 Is licensure, certification or registration required to practice in the specific career field?
 Yes No (*Skip to question 9.02*)
- 9.02 Who is assigned to administer the academic program(s), and what are this person's qualifications?
 Mr. Richard Dixon, school of technology program chair, is assigned to administer Information and Network Technologies (IT) programs. Mr. Dixon holds a bachelor's degree in Chemistry from the University of Pittsburgh, and a master's degree in Telecommunications Management from Keller Graduate School of Management of DeVry University. He also holds multiple CCNA certifications. Mr. Dixon experiential qualifications include: employment at LTV Steel Corporation as a computer network manager, a senior faculty at DeVry University and its Keller Graduate School of Management, and teacher and program chair at Westwood College.
- 9.03 Does this individual possess appropriate academic or experiential qualifications?
 Yes No

- 9.04 Is there evidence that the program administrator has sufficient authority and responsibility for the development and administration of the educational program(s)?
 Yes No
- 9.05 Are the time and resources devoted to the administration of the educational program(s) sufficient?
 Yes No
- 9.06 Does the program meet the needs of its students and the requirements of the Council, as shown by student achievement outcomes which meet or exceed the standards for the following areas:
 (a) Student retention rate of 65% (programs >1 year in length) OR 70% (programs ≤ 1 year in length)?
 Yes No Not Applicable (Additional Location Inclusion only)
 (b) Student placement rate of 70%?
 Yes No Not Applicable (Additional Location Inclusion only)
- If *No*, does the campus provide one of the following:
 A Campus Effectiveness Plan (CEP) that includes an improvement plan for this program with data, analysis and activities to meet or exceed Council requirements?
 Yes No
- If *No*, insert section numbers 2-1-809, 3-1-512 and 3-1-111 in parentheses and explain:
 The 2013 Campus Accountability Report (CAR) shows that each of these programs has less than 10 graduates, and therefore, do not need to provide an improvement plan in the Campus Effectiveness Plan (CEP).
- 9.07 List the community resources and describe how they are utilized to enrich the program(s).
 These programs utilize a Program Advisory Committee (PAC) composed of local industry professionals that provide recommendations and feedback on the needs of local industry. The team found evidence that a PAC meeting was held on 11/15/2013. In addition, the campus also hosts an IT club whose goals are to provide students with:
- access to software and hardware,
 - networking workshops,
 - volunteer opportunities in the local community,
 - and ability to participate in IT relevant field trips.
- Additional documentation shows students have participated in class field trips and have had guest speakers.
- 9.08 Is the utilization of community resources sufficient to enrich the program?
 Yes No
- 9.09 Does the curriculum evidence a well-organized sequence of appropriate subjects leading to an occupational objective, an academic credential, or both?
 Yes No
- 9.10 Does the catalog and/or other advertising material such as brochures and web site, accurately describe the program and its objectives?
 Yes No
- 9.11 For programs that include practica, externships, or internships, does the institution have a written and mutually signed agreement that outlines the arrangement between the institution and the practicum site, including specific learning objectives, course requirements, and evaluation criteria?
 Yes No Not Applicable (these elements are not part of the program *or* no student is at the point of needing them)
- 9.12 Does the program use independent studies?
 Yes No (*Skip to question 9.14*)
- 9.14 Are the curriculum and length of the program appropriate to meet the educational and placement objectives of the program?
 Yes No

9.15 Are course prerequisites appropriate, are they identified in the catalog and on the course syllabi, and are they being followed?
 Yes No

9.16 Is an appropriately detailed syllabus on file for each course that includes:

(a) Title and course descriptions

Yes No

(b) Course numbers

Yes No

(c) Course prerequisites and/or corequisites

Yes No

(d) Instructional contact hours/credits

Yes No

(e) Learning objectives

Yes No

(f) Instructional materials and references

Yes No

(g) Topical outline of the course

Yes No

(h) Instructional methods

Yes No

(i) Assessment criteria

Yes No

(j) Method of evaluating students

Yes No

(k) Date the syllabus was last reviewed

Yes No

For Title IV participant campuses that have lecture courses in credit hour programs or clock-to-credit hour programs only:

(l) Out-of-class work assignments that support the learning objectives for the course

Yes No Not Applicable (Additional Location Inclusion OR clock hour program)

(m) A description of the minimum amount of time a student is expected to spend on completion of the work assignments

Yes No Not Applicable (Additional Location Inclusion OR clock hour program)

9.17 Do students confirm that they receive a course syllabus and that it is followed?

Yes No

9.18 Are the courses available when needed by the student in the normal pursuit of a program of study?

Yes No

9.19 Was the team able to verify the backup documentation to support the placement rate for the program(s) as reported on the last Campus Accountability Report submitted to the Council?

Yes No Not Applicable (there have been no graduates)

How many calls to employers or graduates were attempted?

The following number of calls was attempted for the following programs:

Associate's degree in Information and Network Technologies - 2

Bachelor's degree in Information and Network Technologies: Major in Network Management - 5

Bachelor's degree in Information and Network Technologies: Major in Systems Security - 5

How many calls to employers or graduates were successful?

The following number of calls was successful:

Associate's degree in Information and Network Technologies - 1

Bachelor's degree in Information and Network Technologies: Major in Network Management - 1

Bachelor's degree in Information and Network Technologies: Major in Systems Security - 2

How many of the successful contacts confirmed the employment of the graduate as reported on the CAR? Please explain any discrepancy between the number of successful contacts and confirmations.

The following number of contacts confirmed employment as reported on the CAR:

Associate's degree in Information and Network Technologies - 1

Bachelor's degree in Information and Network Technologies: Major in Network Management - 0

Bachelor's degree in Information and Network Technologies: Major in Systems Security - 0

One of the four contacts confirmed the graduate's employment as reported on the 2013 Campus Accountability Report (CAR). Three of the contacts confirmed that the graduates' positions obtained upon graduation were neither in-field nor field-related

If *No*, explain:

(Section 3-1-303 (a)): The team was not able to verify the placement rates as reported on the on the campus' 2013 Campus Accountability Report (CAR). There were discrepancies found between the information reported on the 2013 CAR and employment confirmation calls placed to employers or graduates. The CAR reported that, Mr. Joseph Davis, Information and Network Technologies associate's degree program graduate, is reported as working in-field; but the team confirmed he is employed by CTJ Auto Group as an auto group owner. Mr. Jerry Crawford, Network Management bachelor's degree program graduate, is reported as working in-field; but the team confirmed he is employed by Pearson Education as a temporary student essay scorer. Mr. Thomas Cypress, Systems Security bachelor's degree program graduate, is reported as working in-field; but the team confirmed he is employed by Horseshoe Casino as a security investigator. Mr. Cypress stated that although the position dealt with a form of security, it did not utilize nor require the computer skills acquired from his program of study. Graduates, Mr. Davis and Mr. Crawford also commented that their employment does not require the utilization of program-related skills acquired from the programs of study.

- 9.20 Was documentation on file to verify graduates classified on the CAR as "not available for placement"?
- Yes No Not Applicable

FOR NEW GRANTS AND INITIAL GRANTS ONLY

- 9.21 Does the campus participate in Title IV financial aid?
- Yes No
- 9.22 Does the campus' written procedures (as evidenced by their academic credit analysis) support the written policy and definition of a credit hour as defined by the U.S. Department of Education for Title IV funding?
- Yes No Not Applicable (Clock hour programs only)
- 9.23 Is there evidence that out-of-class work or the equivalency is being evaluated?
- Yes No Not Applicable (Clock hour programs only)

If *Yes*, briefly describe the documentation of evaluation viewed on site.

The team was provided graded out-of-class work assignments from each of these programs.

FOR ALL VISITS

- 9.24 Are the following appropriate to adequately support the number and nature of the program?
- (a) Facilities.
 Yes No
- (b) Instructional equipment.
 Yes No
- (c) Resources.
 Yes No
- (d) Personnel.
 Yes No
- 9.25 Are the following elements appropriately incorporated into the instructional components of the program?

- (a) Systematic planning.
 Yes No
- (b) Well-defined instructional objectives.
 Yes No
- (c) The selection and use of appropriate and current learning materials.
 Yes No
- (d) Appropriate modes of instructional delivery.
 Yes No
- (e) The use of appropriate assessment strategies.
 Yes No
- (f) The use of appropriate experiences.
 Yes No

FOR NONDEGREE PROGRAMS, OCCUPATIONAL ASSOCIATE'S, ACADEMIC ASSOCIATE'S, AND BACHELOR'S DEGREES ONLY

- 9.27 Do the faculty members' qualifications meet the minimum requirements outlined in the *Accreditation Criteria*, and are their qualifications academically and experientially appropriate to the subject matter they teach and the level of the credential awarded?
 Yes No
- 9.28 Is the size of the faculty appropriate to the total student enrollment?
 Yes No

FOR OCCUPATIONAL ASSOCIATE'S, ACADEMIC ASSOCIATE'S, BACHELOR'S AND MASTER'S DEGREES ONLY

- 9.29 Is an adequate core of full- and part-time faculty employed to ensure sound direction and continuity of development for the program?
 Yes No

FOR ACADEMIC ASSOCIATE'S, BACHELOR'S, AND MASTER'S, DEGREES ONLY

- 9.30 Are teaching loads reasonable?
 Yes No

FOR ACADEMIC ASSOCIATE'S DEGREES ONLY

- 9.38 Is the number of hours required to complete the program at least 60 semester hours, 90 quarter hours, or their equivalent, earned over a period of four semesters, six quarters, or the equivalent?
 Yes No
- 9.39 Is there a minimum of 30 semester hours, 45 quarter hours, or their equivalent in courses within the area of concentration?
 Yes No
- 9.40 Does the curriculum quantitatively and qualitatively approximate the standards at other collegiate institutions offering the same degree?
 Yes No
- 9.41 Is enrollment in the second academic year of the two-year program sufficient to support regularly scheduled classes?
 Yes No Not Applicable (no students in the second year)
- 9.42 Are the second-year courses based upon appropriate first-year prerequisites?
 Yes No Not applicable

FOR BACHELOR'S DEGREES ONLY

- 9.43 Is the number of hours required to complete the program at least 120 semester hours, 180 quarter hours, or their equivalent, earned over a period of eight semesters, 12 quarters, or the equivalent?

Yes No

9.44 Is there a minimum of 60 semester hours, 90 quarter hours, or their equivalent in courses within the area of concentration?

Yes No

9.45 If the institution offers only the last two years of the bachelor's degree program, do the catalog and all advertising materials clearly describe the requirements for admission?

Yes No Not Applicable (institution offers all four years of the degree)

9.46 Does the curriculum quantitatively and qualitatively approximate the standards at other collegiate institutions offering the same degree?

Yes No

9.47 Is enrollment in the third and fourth years of the bachelor's program sufficient to support regularly scheduled classes and laboratory work?

Yes No Not Applicable (no students in the third and fourth years)

9.48 Are the third- and fourth-year courses based upon appropriate prerequisites?

Yes No

GENERAL COMMENTS:

The students commented on their desire to have more practical, hands-on experiences in their courses rather than relying so much on textbooks, term papers, and lectures.

PROGRAM EVALUATION

Diploma in Medical Assisting

FOR ALL PROGRAMS

9.01 Is licensure, certification or registration required to practice in the specific career field?

Yes No (*Skip to question 9.02*)

9.02 Who is assigned to administer the academic program(s), and what are this person's qualifications?

Ms. Adrienne Reaves is the interim program chair for the Medical Assistant program. She currently holds a master's degree in Adult Education from National Louis University. Mrs. Reaves is also a registered medical assistant. Prior to joining the campus, she has held positions with Harrison College as medical program coordinator and online instructor.

9.03 Does this individual possess appropriate academic or experiential qualifications?

Yes No

9.04 Is there evidence that the program administrator has sufficient authority and responsibility for the development and administration of the educational program(s)?

Yes No

9.05 Are the time and resources devoted to the administration of the educational program(s) sufficient?

Yes No

9.06 Does the program meet the needs of its students and the requirements of the Council, as shown by student achievement outcomes which meet or exceed the standards for the following areas:

(a) Student retention rate of 65% (programs >1 year in length) OR 70% (programs ≤ 1 year in length)?

Yes No Not Applicable (Additional Location Inclusion only)

(b) Student placement rate of 70%?

Yes No Not Applicable (Additional Location Inclusion only)

- 9.07 List the community resources and describe how they are utilized to enrich the program(s).
The program has strong community support from its Program Advisory Committee (PAC) members as evidenced by the seven members of the November 15, 2013 PAC meeting. There is continued evidence of community resources as evidenced by the field trips to Rush Medical Center and the Gross Anatomy Lab. There were guest speakers that spoke on the following topics:
- breast cancer,
 - kidney transplants,
 - immune systems,
 - job readiness,
 - and gastrointestinal diseases.
- There is further evidence of strong community support based on the 13 available externship site contracts.
- 9.08 Is the utilization of community resources sufficient to enrich the program?
 Yes No
- 9.09 Does the curriculum evidence a well-organized sequence of appropriate subjects leading to an occupational objective, an academic credential, or both?
 Yes No
- 9.10 Does the catalog and/or other advertising material such as brochures and web site, accurately describe the program and its objectives?
 Yes No
- 9.11 For programs that include practica, externships, or internships, does the institution have a written and mutually signed agreement that outlines the arrangement between the institution and the practicum site, including specific learning objectives, course requirements, and evaluation criteria?
 Yes No Not Applicable (these elements are not part of the program *or* no student is at the point of needing them)
- 9.12 Does the program use independent studies?
 Yes No (*Skip to question 9.14*)
- 9.14 Are the curriculum and length of the program appropriate to meet the educational and placement objectives of the program?
 Yes No
- 9.15 Are course prerequisites appropriate, are they identified in the catalog and on the course syllabi, and are they being followed?
 Yes No
- 9.16 Is an appropriately detailed syllabus on file for each course that includes:
- (a) Title and course descriptions
 Yes No
 - (b) Course numbers
 Yes No
 - (c) Course prerequisites and/or corequisites
 Yes No
 - (d) Instructional contact hours/credits
 Yes No
 - (e) Learning objectives
 Yes No
 - (f) Instructional materials and references
 Yes No
 - (g) Topical outline of the course
 Yes No
 - (h) Instructional methods
 Yes No

(i) Assessment criteria

 Yes No

(j) Method of evaluating students

 Yes No

(k) Date the syllabus was last reviewed

 Yes No***For Title IV participant campuses that have lecture courses in credit hour programs or clock-to-credit hour programs only:***

(l) Out-of-class work assignments that support the learning objectives for the course

 Yes No Not Applicable (Additional Location Inclusion OR clock hour program)

(m) A description of the minimum amount of time a student is expected to spend on completion of the work assignments

 Yes No Not Applicable (Additional Location Inclusion OR clock hour program)

9.17 Do students confirm that they receive a course syllabus and that it is followed?

 Yes No

9.18 Are the courses available when needed by the student in the normal pursuit of a program of study?

 Yes No

9.19 Was the team able to verify the backup documentation to support the placement rate for the program(s) as reported on the last Campus Accountability Report submitted to the Council?

 Yes No Not Applicable (there have been no graduates)

How many calls to employers or graduates were attempted?

There were 12 calls attempted to employers or graduates.

How many calls to employers or graduates were successful?

There were ten successful calls to employers or graduates

How many of the successful contacts confirmed the employment of the graduate as reported on the CAR? Please explain any discrepancy between the number of successful contacts and confirmations.

Ten successful contacts confirmed employment of the graduates as reported on the CAR.

9.20 Was documentation on file to verify graduates classified on the CAR as "not available for placement"?

 Yes No Not Applicable**FOR NEW GRANTS AND INITIAL GRANTS ONLY**

9.21 Does the campus participate in Title IV financial aid?

 Yes No

9.22 Does the campus' written procedures (as evidenced by their academic credit analysis) support the written policy and definition of a credit hour as defined by the U.S. Department of Education for Title IV funding?

 Yes No Not Applicable (Clock hour programs only)

9.23 Is there evidence that out-of-class work or the equivalency is being evaluated?

 Yes No Not Applicable (Clock hour programs only)

If Yes, briefly describe the documentation of evaluation viewed on site.

Several samples of homework were provided to the team for review.

FOR ALL VISITS

9.24 Are the following appropriate to adequately support the number and nature of the program?

(a) Facilities.

 Yes No

(b) Instructional equipment.

 Yes No

(c) Resources.

 Yes No

(d) Personnel.

 Yes No

9.25 Are the following elements appropriately incorporated into the instructional components of the program?

(a) Systematic planning.

 Yes No

(b) Well-defined instructional objectives.

 Yes No

(c) The selection and use of appropriate and current learning materials.

 Yes No

(d) Appropriate modes of instructional delivery.

 Yes No

(e) The use of appropriate assessment strategies.

 Yes No

(f) The use of appropriate experiences.

 Yes No**FOR NONDEGREE PROGRAMS, AND OCCUPATIONAL ASSOCIATE'S DEGREES ONLY**

9.26 Are all faculty assigned to teach in no more than three fields of instruction, with no more than five preparations?

 Yes No**FOR NONDEGREE PROGRAMS, OCCUPATIONAL ASSOCIATE'S, ACADEMIC ASSOCIATE'S, AND BACHELOR'S DEGREES ONLY**9.27 Do the faculty members' qualifications meet the minimum requirements outlined in the *Accreditation Criteria*, and are their qualifications academically and experientially appropriate to the subject matter they teach and the level of the credential awarded? Yes No

9.28 Is the size of the faculty appropriate to the total student enrollment?

 Yes No**FOR NONDEGREE PROGRAMS AND OCCUPATIONAL ASSOCIATE'S DEGREES ONLY**

9.31 Do all instructors teach no more than 32 hours per week (except for an overload of one subject allowed with additional compensation)?

 Yes No

9.32 What is the current student/teacher ratio?

(Calculate the student/teacher ratio by using the following formula:

-Add the Number of students enrolled in the program-specific courses (courses with program prefix)

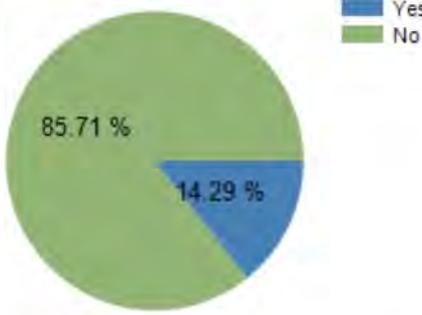
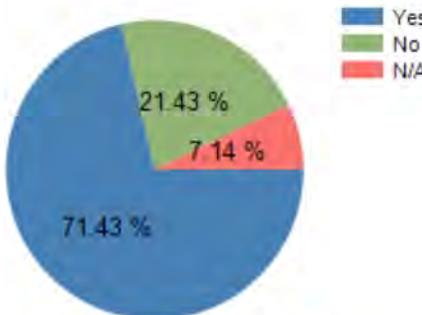
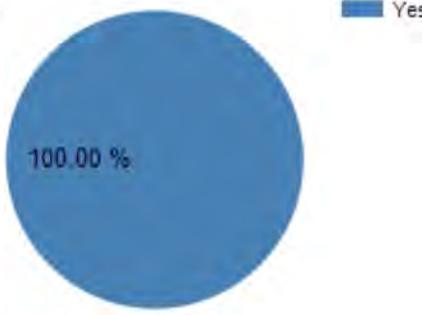
-Divide by the number of such courses being offered that term. Round to the nearest whole number (refer to the class schedule in its entirety).

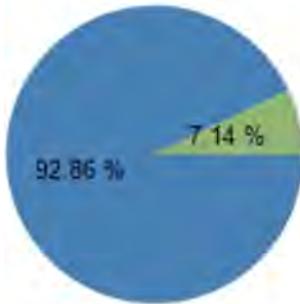
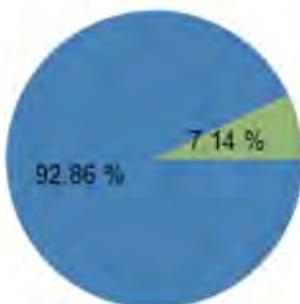
The current student/teacher ration is 8:1.

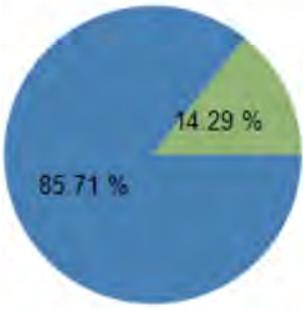
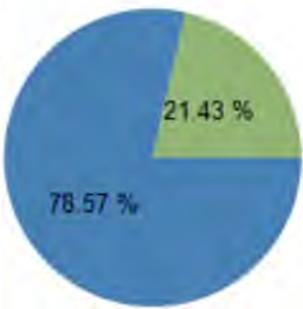
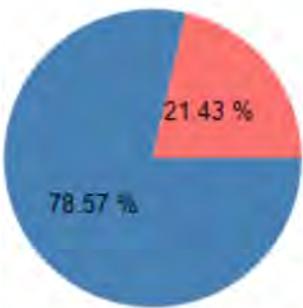
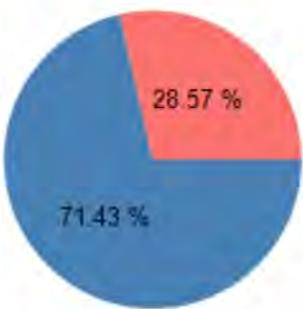
9.33 Is the current student-teacher ratio reasonable for the mode of delivery and course content?

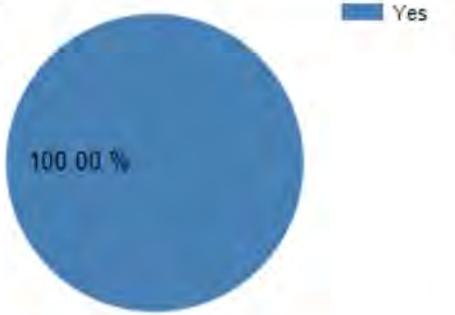
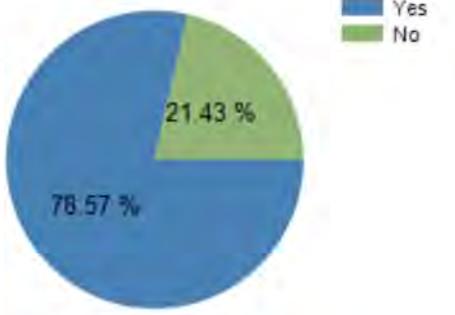
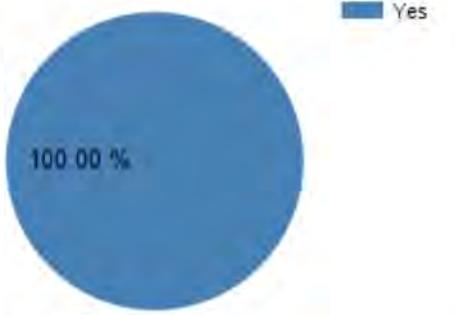
 Yes No

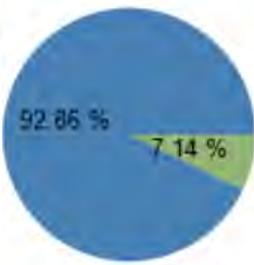
Student Survey Response Summary Graph

Personify Id	Survey Question	Category	Count	
00018945				
	1.1. Do you have other postsecondary or college education?	Yes	2	
		No	12	
	1.2. Did your admission's representative describe the transfer of credit policies and procedures accurately?	Yes	10	
		No	3	
		N/A	1	
	2.1. Did your admissions representative accurately state the enrollment process regarding the following? - Courses and programs	Yes	14	

	<p>2.1. Did your admissions representative accurately state the enrollment process regarding the following? - Services offered by the school</p>	<table border="1"> <tr> <td>Yes</td> <td>14</td> </tr> </table>	Yes	14	 <p>100.00 %</p> <p>■ Yes</p>		
Yes	14						
	<p>2.1. Did your admissions representative accurately state the enrollment process regarding the following? - Tuition and fees</p>	<table border="1"> <tr> <td>Yes</td> <td>14</td> </tr> </table>	Yes	14	 <p>100.00 %</p> <p>■ Yes</p>		
Yes	14						
	<p>2.2. Did you receive a catalog or provided access to an online catalog?</p>	<table border="1"> <tr> <td>Yes</td> <td>13</td> </tr> <tr> <td>No</td> <td>1</td> </tr> </table>	Yes	13	No	1	 <p>92.86 %</p> <p>7.14 %</p> <p>■ Yes ■ No</p>
Yes	13						
No	1						
	<p>2.3. Did the catalog accurately portray programs, services and policies of the institution?</p>	<table border="1"> <tr> <td>Yes</td> <td>13</td> </tr> <tr> <td>No</td> <td>1</td> </tr> </table>	Yes	13	No	1	 <p>92.86 %</p> <p>7.14 %</p> <p>■ Yes ■ No</p>
Yes	13						
No	1						

	<p>2.4. Did the school provide sufficient information for you to decide to enroll, without placing undue pressure?</p>	<table border="1"> <tr> <td>Yes</td> <td>12</td> </tr> <tr> <td>No</td> <td>2</td> </tr> </table>	Yes	12	No	2	 <table border="1"> <tr> <td>Yes</td> <td>85.71 %</td> </tr> <tr> <td>No</td> <td>14.29 %</td> </tr> </table>	Yes	85.71 %	No	14.29 %		
Yes	12												
No	2												
Yes	85.71 %												
No	14.29 %												
	<p>3.1. Do you receive financial aid?</p>	<table border="1"> <tr> <td>Yes</td> <td>11</td> </tr> <tr> <td>No</td> <td>3</td> </tr> <tr> <td>N/A</td> <td>0</td> </tr> </table>	Yes	11	No	3	N/A	0	 <table border="1"> <tr> <td>Yes</td> <td>78.57 %</td> </tr> <tr> <td>No</td> <td>21.43 %</td> </tr> </table>	Yes	78.57 %	No	21.43 %
Yes	11												
No	3												
N/A	0												
Yes	78.57 %												
No	21.43 %												
	<p>3.2. Are you aware of how your financial aid is packaged and what the repayment responsibilities are?</p>	<table border="1"> <tr> <td>Yes</td> <td>11</td> </tr> <tr> <td>No</td> <td>0</td> </tr> <tr> <td>N/A</td> <td>3</td> </tr> </table>	Yes	11	No	0	N/A	3	 <table border="1"> <tr> <td>Yes</td> <td>78.57 %</td> </tr> <tr> <td>N/A</td> <td>21.43 %</td> </tr> </table>	Yes	78.57 %	N/A	21.43 %
Yes	11												
No	0												
N/A	3												
Yes	78.57 %												
N/A	21.43 %												
	<p>3.3. Are you aware of your loan repayment obligations?</p>	<table border="1"> <tr> <td>Yes</td> <td>10</td> </tr> <tr> <td>No</td> <td>0</td> </tr> <tr> <td>N/A</td> <td>4</td> </tr> </table>	Yes	10	No	0	N/A	4	 <table border="1"> <tr> <td>Yes</td> <td>71.43 %</td> </tr> <tr> <td>N/A</td> <td>28.57 %</td> </tr> </table>	Yes	71.43 %	N/A	28.57 %
Yes	10												
No	0												
N/A	4												
Yes	71.43 %												
N/A	28.57 %												

	<p>4.1. Do you know when you will complete your program?</p>	<table border="1"> <tr> <td>Yes</td> <td>14</td> </tr> <tr> <td>No</td> <td>0</td> </tr> </table>	Yes	14	No	0	 <p>A pie chart representing the data for question 4.1. The chart is entirely blue, indicating that 100.00% of respondents answered 'Yes'. A legend to the right shows a blue square next to the word 'Yes'.</p>		
Yes	14								
No	0								
	<p>4.2. Are your instructors available to provide additional help?</p>	<table border="1"> <tr> <td>Yes</td> <td>14</td> </tr> <tr> <td>No</td> <td>0</td> </tr> </table>	Yes	14	No	0	 <p>A pie chart representing the data for question 4.2. The chart is entirely blue, indicating that 100.00% of respondents answered 'Yes'. A legend to the right shows a blue square next to the word 'Yes'.</p>		
Yes	14								
No	0								
	<p>4.3. Are computers, lab equipment, etc. in good working order?</p>	<table border="1"> <tr> <td>Yes</td> <td>11</td> </tr> <tr> <td>No</td> <td>3</td> </tr> <tr> <td>N/A</td> <td>0</td> </tr> </table>	Yes	11	No	3	N/A	0	 <p>A pie chart representing the data for question 4.3. The chart is divided into two segments: a large blue segment representing 78.57% for 'Yes' and a smaller green segment representing 21.43% for 'No'. A legend to the right shows a blue square for 'Yes' and a green square for 'No'.</p>
Yes	11								
No	3								
N/A	0								
	<p>4.4. Were textbooks available when you started classes?</p>	<table border="1"> <tr> <td>Yes</td> <td>14</td> </tr> <tr> <td>No</td> <td>0</td> </tr> </table>	Yes	14	No	0	 <p>A pie chart representing the data for question 4.4. The chart is entirely blue, indicating that 100.00% of respondents answered 'Yes'. A legend to the right shows a blue square next to the word 'Yes'.</p>		
Yes	14								
No	0								

	<p>4.5. In general, was sufficient homework assigned to help you achieve course learning objectives?</p>	Yes	14	 <p>100.00 %</p>
		No	0	
	<p>5.1. Overall, I am satisfied with the quality of education I am receiving.</p>	Disagree	1	 <p>92.86 % 7.14 %</p>
		Agree	13	
	<p>5.2. I would recommend this school to others.</p>	Disagree	0	 <p>100.00 %</p>
		Agree	14	

SUMMARY

The institution is not in compliance with the *Accreditation Criteria* in the following areas:

<u>Number</u>	<u>Citation</u>	<u>Summary Statement</u>
1	Section 3-1-303(a)	The team was unable to verify the Campus Accountability Report (CAR), as some students were not able to be verified as “placed in field” as reported. (pages 38 and 43).

COMMENDATIONS:

The evaluation team offers the following commendations in recognition of the institution:

Relations with Students:

- The organization and content of the campus' student files provided consistent arrangement; and accuracy of the documents within the files simplified the review process. The team further commends the campus on the variety of student centered extracurricular activities that provide them with opportunities to interact with each other and professionals within their fields.

Business Programs:

- The program director will oversee a wonderful 11 day international trip, available for all business students in the institution. They will visit London, Paris, Lucerne, and Milan. The trip includes roundtrip airfare, a full-time tour director, land transportation, hotels and accommodations, a light breakfast daily, and 3 to 4 dinners for \$3,700 - \$4,000 per person. Three days are reserved to participate in "business visits".

General:

- Student Services Representative, Jamal Yousef's hard work and dedication to the campus, helped provide the team with a pleasant experience during the reevaluation visit. Mr. Yousef took the time to ensure that the team had everything needed and requested.

RECOMMENDATIONS

The evaluation team offers the following recommendations for the institution's consideration
(These recommendations are not included in the report seen by the Council):

Business Programs:

- Consider including a required externship, service learning activities, or other practical experiences in the curriculum that would reinforce knowledge and skills students have learned in the classroom.
- Community resources should be used to enrich the business programs. Inviting guest speakers, such as local business leaders, to talk with students about how to start a business and other topics would enhance the program.
- The program would also benefit from standardized rubrics for the major assignments in each course that have been developed, vetted, and implemented throughout the program. Rubrics could be provided to students to facilitate their work and alleviate concerns about fairness in grading.
- Incorporate syllabi with more course specific language. The current syllabi appear to be written with broad language that may not always suit the requirements of individual courses.

Medical Assisting Program:

- Guest speakers and field trips should be regularly utilized every term for each core course in the program.



To: Dr. Glenn Mack
Campus President
Le Cordon Bleu College of Culinary Arts
1927 Lakeside Parkway
Tucker, GA 30084
ID Code 00038381

From: Ms. Torri Hayslett, Accreditation Coordinator

Date: May 16, 2014

Subject: Scheduled Site Visit – June 19-20, 2014

Listed below are the details for your upcoming evaluation visit. Please send each team member listed below, including myself, an electronic copy (e-mail) of the Self-Study Application.

As a reminder, the Self-Study Application materials include:

SELF-STUDY APPLICATION

1. Explanation
2. Future Plans
3. Campus Effectiveness Plan
4. Academic Credit Analysis
5. Self-study Narrative

Additionally, the following update report documents must be sent to the team as well as uploaded to the campuses' online applications:

1. Faculty and Staff Summary
2. Inventory of Equipment
3. Catalog
4. Class schedule
5. Program Update Form

Note: If there are not tasks available for each of these items, please combine the documents together and upload into the "Program Update Form" task.

Dr. Mack
May 16, 2014
Page 2

The update report documents are available on the ACICS Web site at <http://www.acics.org/accreditation/content.aspx?id=2022>. Go to the “Accreditation Process” page and then click the “Evaluation Site Visit” page. The documents above must be received, along with the appropriate application materials by each team member no later than **June 5, 2014 (two weeks prior to visit date)**. It is unnecessary and often inconvenient to require a signed receipt upon delivery of these items to the team members.

We will need a private work area for the team’s use during the visit. The materials identified on the enclosed list should be placed in the work area prior to the team’s arrival. Additional materials may be requested during the visit. Details of the visit are outlined below.

The institution will be invoiced a fixed fee for all site visits. Please be advised that pursuant to Section 2-3-401 of the *Accreditation Criteria* the Council will be made aware of any outstanding fees (30 days or older) during its review of your application(s).

Please contact me immediately if you have any concerns regarding any team member appointed to serve on the evaluation team or if you have any questions about the visit. Thank you.

VISIT ITINERARY

Institution to Be Visited

ACICS ID Code 00038381
Le Cordon Bleu College of Culinary Arts
1927 Lakeside Parkway
Tucker, GA 30084
Phone: (770) 723-3510

Visit Dates

Thursday, June 19, 2014 – Friday, June 20, 2014

Visit Type

New Grant (Renewal)

Current Level of Accreditation

Associate’s degree

Itinerary (approximate)

Arrive on Thursday, June 19, 2014, at 9:00 a.m.

Dr. Mack
May 16, 2014
Page 3

Depart on Friday, June 20, 2014, at 5:00 p.m.

Evaluation Team

CHAIR

Dr. B. Scot Ober
President
Words Etc. Inc.
14938 North Capriole Drive
Tucson, AZ 85739
scotober@comcast.net

RELATIONS WITH STUDENTS

Dr. Alvin Marrow
Retired Academic Dean
Florida Metropolitan University - North Orlando
5328 Halyard Court
Winter Park, FL 32792
alvimarrow@netzero.com

EDUCATIONAL ACTIVITIES

Dr. Patricia Y Talbert
Director of Public Health/Healthcare Management/Professor
Ustawi Research Institute
P.O. Box 241043
Apple Valley, MN 55124
ttalbert@msn.com

CULINARY ARTS

BAKING & PASTRY
Programmatically Accredited

ACICS STAFF REPRESENTATIVE

Ms. Karly Zeigler
Senior Coordinator, Institutional Development
(202) 336-6846
(202) 421-5911 Cell
kzeigler@acics.org

Dr. Mack
May 16, 2014
Page 4

EVALUATION VISIT MEETING ROOM MATERIALS

Reevaluation Visit

Institutions are to place the following materials in the room provided to the evaluation team. Additional materials may be requested when the team is at the institution.

1. Current Information

- a. Class schedule including course names, numbers, titles, room numbers, class times, names of instructors, and student enrollment by class period for the entire term/quarter/semester/module
- b. Student enrollment on day(s) of visit by program and by day and evening divisions
- c. Floor plan of facility
- d. Staff roster and organization chart
- e. Course syllabi for currently offered courses (For courses not offered in the current term, the syllabi must be provided with the exception of the following items: instructional materials and references, out-of-class activities and assignments, assessment criteria, and method of evaluating students)
- f. All admissions tests with answer key and test cut-off scores for each program
- g. If ability-to-benefit students are admitted, complete documentation evidencing the relationship between admissions test cut-off scores and successful academic or employment outcomes, as well as the contract for the independent test administrator
- h. A copy of the most recently completed, and the prior year's ACICS Campus Accountability Reports along with the complete back-up documentation. This must include information to support enrollment, graduate, and withdrawal numbers and placement information such as student name, program of study, graduation date, job title, employer name, and employer telephone numbers
- i. A copy of the current Campus Effectiveness Plan along with the progress reports and/or prior year's campus effectiveness plan
- j. Board of directors and administrative staff meeting minutes
- k. Faculty meeting minutes
- l. Documentation of in-service training sessions held and the schedule for upcoming session
- m. Schedule and documentation of community resources utilized for each program (organized by program)
- n. A copy of the Certificate of Attendance at an ACICS Accreditation Workshop for the chief on- site administrator or self-study coordinator

Dr. Mack
May 16, 2014
Page 5

2. Official Documents

- a. Corporate Charter
- b. Articles of Incorporation, and Certificate of Incorporation or other appropriate documentation of legal structure and ownership of the institution and a chart outlining the ownership structure
- c. Certificate of good standing; relative to an institution's corporate statute and/or legal identity
- d. State license and authorization to award degrees (if applicable)
- e. Most recent state and VA compliance reports
- f. Documentation that the facilities are in compliance with local, state, and federal laws governing fire, safety, and sanitation
- g. Documentation that the institution is in compliance with copyright laws for instructional materials utilized
- h. U.S. Department of Education Program Participation Agreement and Eligibility and Certification Approval Report (if applicable)
- i. Reports from most recent reviews by agencies such as the U.S. Department of Education, Inspector General, and guarantee agency, as well as the institution's student financial aid compliance audit
- j. Third-party contracts with other educational institutions or contracts such as JTPA

3. Files

- a. Administrative staff personnel files that include updated ACICS data sheets
- b. Faculty personnel files that include updated ACICS data sheets, copies of administrative and student evaluations, and faculty development plans with documentation of their implementation

NOTE: Student files will be selected randomly for review by team members.

4. Inventories

- a. Library resource and reference materials including online materials (if applicable)
- b. Instructional equipment for all programs

5. Publications

- a. Most recent ACICS self-study or additional location application
- b. All current advertising and promotional literature, including scripts, copies of newspapers, magazines, brochures, and tapes of radio and television ads
- c. Student, faculty, and staff handbooks (if applicable)
- d. Current catalog with all addenda (if applicable)



April 9, 2014

ID Code 00038375(MC)

VIA EMAIL ONLY

Mrs. Julia Brooks
 President
 Le Cordon Bleu College - Portland
 600 SW 10th Avenue, Suite 500
 Portland, OR 97205

acicsinfo@portland.chefs.edu

Dear Mrs. Brooks:

LeCordon Bleu College of Culinary Arts – Tucker, Georgia

ID CODE 00038381(AL)

Subject: New Grant Visit Confirmation

An on-site evaluation of your institution has been scheduled for **June 19-20, 2014**. You subsequently will receive further details about the visit, including the names and addresses of the team members. When you receive this information one copy of the Additional Location Application – Part II should be forwarded directly to each team member, the manner in which will be explained in the subsequent visit memorandum.

As a reminder, the Additional Location Application Part II materials include:

ADDITIONAL LOCATION APPLICATION - PART II

1. Additional location Application
2. Additional Location Narrative
3. Campus Effectiveness Plan
4. Academic Credit Analysis
5. Organizational Chart
6. Workshop Certificate

Additionally, the following update documents must be uploaded to the campuses' online applications and team members:

1. Faculty and Staff Summary
2. Inventory of Equipment
3. Catalog
4. Class schedule
5. Program Update Form

Mrs. Brooks
April 9, 2014
Page 2

Note: If there are not tasks available for each of these items, please combine the documents together and upload into the "Program Update Form" task.

The documents above must be received, along with the appropriate application materials by each team member no later than **June 5, 2014**.

On our Web site is the aforementioned update documents as well as the list of materials that must be placed in the team's meeting room prior to the team's arrival. This information for both the update documents and the visit room materials can be found on the "Evaluation Site Visit" page at the following link: <http://www.acics.org/accreditation/content.aspx?id=2022>. Click on the listing that relates to the type of visit to be conducted. Please ensure that all requested materials are labeled for easy identification and provided in an orderly manner.

The institution will be invoiced a fixed fee for all site visits. Please be advised that pursuant to Section 2-3-401 of the *Accreditation Criteria* the Council will be made aware of any outstanding fees (30 days or older) during its review of your application(s).

Thank you for your cooperation. If you have any questions, please call me at (202) 336-6844.

Sincerely,

Ms. Torri Hayslett
Accreditation Coordinator

c: Dr. Glenn Mack, Tucker additional location (acicsinfo@atlanta.chefs.edu)
Mr. Bill Crews, Georgia Nonpublic Postsecondary Education Commission
(billc@npec.state.ga.us)



April 9, 2014

ID Code 00010950(MC)

VIA EMAIL ONLY

Mr. Mark Buch
 Executive Director
 Lincoln Technical Institute
 1697 Oak Tree Road
 Edison, NJ 08820-2896

acicsedison@lincolntech.com

Dear Mr. Buch:

Lincoln College of Technology – Marietta, Georgia

ID CODE 00019351(AL)

Subject: New Grant Visit Confirmation

An on-site evaluation of your institution has been scheduled for **June 17-18, 2014**. You subsequently will receive further details about the visit, including the names and addresses of the team members. When you receive this information one copy of the Additional Location Application – Part II should be forwarded directly to each team member, the manner in which will be explained in the subsequent visit memorandum.

As a reminder, the Additional Location Application Part II materials include:

ADDITIONAL LOCATION APPLICATION - PART II

1. Additional location Application
2. Additional Location Narrative
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6. Workshop Certificate

Additionally, the following update documents must be uploaded to the campuses' online applications and team members:

1. Faculty and Staff Summary
2. Inventory of Equipment
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4. Class schedule
5. Program Update Form

Mr. Buch
April 9, 2014
Page 2

Note: If there are not tasks available for each of these items, please combine the documents together and upload into the "Program Update Form" task.

The documents above must be received, along with the appropriate application materials by each team member no later than **June 3, 2014**.

On our Web site is the aforementioned update documents as well as the list of materials that must be placed in the team's meeting room prior to the team's arrival. This information for both the update documents and the visit room materials can be found on the "Evaluation Site Visit" page at the following link: <http://www.acics.org/accreditation/content.aspx?id=2022>. Click on the listing that relates to the type of visit to be conducted. Please ensure that all requested materials are labeled for easy identification and provided in an orderly manner.

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Thank you for your cooperation. If you have any questions, please call me at (202) 336-6844.

Sincerely,

Ms. Torri Hayslett
Accreditation Coordinator

c: Mr. Brian Capozzi, Marietta additional location (acicsmarietta@lincolntech.com)
Mr. Bill Crews, Georgia Nonpublic Postsecondary Education Commission
(billc@npec.state.ga.us)



To: Dr. Glenn Mack
Campus President
Le Cordon Bleu College of Culinary Arts
1927 Lakeside Parkway
Tucker, GA 30084
ID Code 00038381

From: Ms. Torri Hayslett, Accreditation Coordinator

Date: May 16, 2014

Subject: Scheduled Site Visit – June 19-20, 2014

Listed below are the details for your upcoming evaluation visit. Please send each team member listed below, including myself, an electronic copy (e-mail) of the Self-Study Application.

As a reminder, the Self-Study Application materials include:

SELF-STUDY APPLICATION

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2. Future Plans
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Dr. Mack
May 16, 2014
Page 2

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Please contact me immediately if you have any concerns regarding any team member appointed to serve on the evaluation team or if you have any questions about the visit. Thank you.

VISIT ITINERARY

Institution to Be Visited

ACICS ID Code 00038381
Le Cordon Bleu College of Culinary Arts
1927 Lakeside Parkway
Tucker, GA 30084
Phone: (770) 723-3510

Visit Dates

Thursday, June 19, 2014 – Friday, June 20, 2014

Visit Type

New Grant (Renewal)

Current Level of Accreditation

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Arrive on Thursday, June 19, 2014, at 9:00 a.m.

Dr. Mack
May 16, 2014
Page 3

Depart on Friday, June 20, 2014, at 5:00 p.m.

Evaluation Team

CHAIR

Dr. B. Scot Ober
President
Words Etc. Inc.
14938 North Capriole Drive
Tucson, AZ 85739
scotober@comcast.net

RELATIONS WITH STUDENTS

Dr. Alvin Marrow
Retired Academic Dean
Florida Metropolitan University - North Orlando
5328 Halyard Court
Winter Park, FL 32792
alvimarrow@netzero.com

EDUCATIONAL ACTIVITIES

Dr. Patricia Y Talbert
Director of Public Health/Healthcare Management/Professor
Ustawi Research Institute
P.O. Box 241043
Apple Valley, MN 55124
ttalbert@msn.com

CULINARY ARTS

BAKING & PASTRY
Programmatically Accredited

ACICS STAFF REPRESENTATIVE

Ms. Karly Zeigler
Senior Coordinator, Institutional Development
(202) 336-6846
(202) 421-5911 Cell
kzeigler@acics.org

Dr. Mack
May 16, 2014
Page 4

EVALUATION VISIT MEETING ROOM MATERIALS

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- d. Staff roster and organization chart
- e. Course syllabi for currently offered courses (For courses not offered in the current term, the syllabi must be provided with the exception of the following items: instructional materials and references, out-of-class activities and assignments, assessment criteria, and method of evaluating students)
- f. All admissions tests with answer key and test cut-off scores for each program
- g. If ability-to-benefit students are admitted, complete documentation evidencing the relationship between admissions test cut-off scores and successful academic or employment outcomes, as well as the contract for the independent test administrator
- h. A copy of the most recently completed, and the prior year's ACICS Campus Accountability Reports along with the complete back-up documentation. This must include information to support enrollment, graduate, and withdrawal numbers and placement information such as student name, program of study, graduation date, job title, employer name, and employer telephone numbers
- i. A copy of the current Campus Effectiveness Plan along with the progress reports and/or prior year's campus effectiveness plan
- j. Board of directors and administrative staff meeting minutes
- k. Faculty meeting minutes
- l. Documentation of in-service training sessions held and the schedule for upcoming session
- m. Schedule and documentation of community resources utilized for each program (organized by program)
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Dr. Mack
May 16, 2014
Page 5

2. Official Documents

- a. Corporate Charter
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- c. Certificate of good standing; relative to an institution's corporate statute and/or legal identity
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- e. Most recent state and VA compliance reports
- f. Documentation that the facilities are in compliance with local, state, and federal laws governing fire, safety, and sanitation
- g. Documentation that the institution is in compliance with copyright laws for instructional materials utilized
- h. U.S. Department of Education Program Participation Agreement and Eligibility and Certification Approval Report (if applicable)
- i. Reports from most recent reviews by agencies such as the U.S. Department of Education, Inspector General, and guarantee agency, as well as the institution's student financial aid compliance audit
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- c. Student, faculty, and staff handbooks (if applicable)
- d. Current catalog with all addenda (if applicable)



INITIAL GRANT VISIT REPORT

Westwood College, Annandale Campus
7619 Little River Turnpike, Suite 500
Annandale, VA 22003
ACICS ID Code: 00027058

Dr. Mary Kay Svedberg, Campus President (msvedberg@westwood.edu)
 27058@westwood.edu

MAIN CAMPUS
Westwood College-South Bay
Torrance, CA 90502
ACICS ID Code: 00027056

September 9-10, 2013

Dr. Richard Murphree	Chair	Consultant Effectual Business Service	Eagle, ID
Ms. Betty Herard	Student-Relations Specialist	Global Learning Strategies	Birmingham, AL
Dr. Thomas Duff	Educational Activities and Library	University of Minnesota, Duluth	Duluth, MN
Mr. Steve Johnson	Business Administration Specialist	Team member's institution	Memphis, TN
Mr. George Cormier Jr.	Construction Management Specialist	ITT Technical Institute	Las Vegas, NV
Mr. Terry Campbell	Criminal Justice Specialist	Kaplan University	Okeechobee, FL
Dr. Eva Skuka	Medical Assistant/Office Management Specialist	Berkley College	Wayne, NJ
Mr. Barry Phillips	Graphic Design Specialist	Art Director -PBS, NBC	Burelson, TX
Mr. Fredrick Hampton	Interior Design/Computer-Aided Design Specialist	Design Collaborative	Tampa, FL
Mr. Charles Saunders	Information Technology Specialist	Virginia College	Owens Cross Roads, AL
Ms. Karly Zeigler	Staff Representative	ACICS	Washington, DC

750 First Street, NE, Suite 980 • Washington, DC 20002-4223 • t - 202.336.6780 • f - 202.842.2993 • www.acics.org

ACCREDITING COUNCIL FOR INDEPENDENT COLLEGES AND SCHOOLS

**PROGRAMS OFFERED BY
WESTWOOD COLLEGE
ANNANDALE, VA**

CREDENTIAL EARNED	ACICS CREDENTIAL	APPROVED PROGRAM TITLE	Clock Hrs.	Credit Hrs.	Enroll: Full-time/Part-time	CAR Retention & Placement			
						2012		2011	
						Ret.	Pla.	Ret.	Pla.
Diploma	Diploma	Medical Assisting	955	69.5	37/1	88.89%	N/A	N/A	N/A
Associate of Science	Academic Associate's degree	Computer Aided Design: Architectural Drafting	1205	90	12/5	80%	100%	N/A	N/A
Associate of Science	Academic Associate's degree	Business Administration	910	90	22/12	91.67%	N/A	68.80%	100%
Associate of Science	Academic Associate's degree	Criminal Justice	905	90	17/5	100%	N/A	N/A	N/A
Associate of Science	Academic* Associate's degree	Medical Assisting *	1180	92	12/8	N/A	N/A	N/A	N/A
Associate of Science	Academic Associate's degree	Construction Management	965	90	13/7	100%	N/A	N/A	N/A
Associate of Science	Academic Associate's degree	Graphic Design	1205	90	15/4	68.09%	100%	79.20%	100%
Associate of Science	Academic Associate's degree	Information Technology	1225	90	12/31	77.42%	N/A	50%	N/A
Associate of Science	Academic Associate's degree	Medical Office Management	945	90	6/3	100%	N/A	N/A	N/A
Bachelor of Science	Bachelor's degree	Business Administration: Major Accounting Financial Management	1820	180	3/6	66.67%	N/A	57.10%	N/A
Bachelor of Science	Bachelor's degree **	Business Administration: Major in Healthcare Management **	1820	180	2/1	58.62%	N/A	44.40%	100%
Bachelor of Science	Bachelor's degree	Business Administration: Major in Human Resources Management	1820	180	1/1	100%	N/A	N/A	N/A
Bachelor of Science	Bachelor's degree	Business Administration: Major in Management	1820	180	10/5	58.49%	100%	53.30%	N/A
Bachelor of Science	Bachelor's degree	Animation	2330	180	6/4	81.48%	66.67%	79.50%	100%
Bachelor of Science	Bachelor's degree	Information Technology: Computer Forensics	2305	180	2/0	100%	N/A	75%	N/A
Bachelor of Science	Bachelor's degree	Information Technology: Network Management	2350	180	14/6	70.21%	100%	65.10%	N/A
Bachelor of Science	Bachelor's degree	Information Technology: Systems Security	2350	180	12/3	70%	33.33%	55.90%	100%
Bachelor of Science	Bachelor's degree	Criminal Justice: Major in Administration	1820	180	32/1	72.73%	90%	68.60%	84.60%
Bachelor of Science	Bachelor's degree	Criminal Justice: Major in Investigations	1820	180	7/1	68.97%	80%	56.10%	100%
Bachelor of Science	Bachelor's degree	Construction Management	1945	180	12/7	72.14%	100%	73.80%	90.90%
Bachelor of Science	Bachelor's degree	Interior Design	2330	180	8/1	77.50%	62.50%	72.70%	80%

TOTAL ENROLLMENT

378

*Program reviewed for the first time

**Not accepting new students

*** Typed in bold are any retention rate below 62% or placement rate below 58%

INTRODUCTION

In March 2006, the Westwood College Annandale opened its doors for the inaugural term. The campus is nestled in the beltway of our nations capital, located at 7619 Little River Turnpike, Suite 500, in Annandale, Virginia and initially occupied 22,152 square feet. The college was accredited by the Accrediting Commission of Career Schools and Colleges (ACCSC) and its programs were approved by the State Council of Higher Education for Virginia (SCHEV).

Shortly after opening, a consortium agreement was signed with Westwood College Online to offer campus students the opportunity to take courses via distance learning over the internet. This provided more flexibility in class options for students enrolled in residential programs at the campus.

Due to rapid student population growth, it was apparent that the college needed additional space for classrooms and labs. In August 2010, the college added 9,815 additional square feet in an adjoining building located at 7611 Little River Turnpike, 6th Floor, Annandale, Virginia. The Hon. John Roll courtroom opened in the additional space in February 2011. In December 2010, the college received initial accreditation from the Accrediting Council for Independent Colleges and Schools (ACICS). As of July 1, 2013, the student population of the campus was 386.

1. MISSION

- 1.01 Give the page number in the campus catalog on which the mission statement can be found.
 The mission statement can be found on page eight of the 2013 course catalog dated May 2013.
- 1.02 Does the campus have an appropriate mission statement with a set of supporting objectives?
 Yes No
- 1.03 Are the objectives devoted substantially to career-related education?
 Yes No
- 1.04 Are the objectives reasonable for the following?
 (a) The programs of instruction
 Yes No
 (b) The modes of delivery.
 Yes No
 (c) The facilities of the campus.
 Yes No
- 1.05 Are the mission statement and supporting objectives appropriately disclosed in the campus catalog and in other publications that are readily available and understandable to the public?
 Yes No
- 1.06 Is the campus committed to successful implementation of its mission?
 Yes No

CAMPUS EFFECTIVENESS

- 1.07 Does the campus have a current Campus Effectiveness Plan (CEP)?
 Yes No
- 1.08 If the campus is an additional location, does the additional location have its own CEP, separate from the main campus IEP?
 Yes No Not Applicable
- 1.09 Does the CEP describe the following?
 (a) The characteristics of the programs offered.
 Yes No
 (b) The characteristics of the student population.
 Yes No
 (c) The types of data that will be used for assessment.
 Yes No
 (d) Specific goals to improve the educational processes.
 Yes No
 (e) Expected outcomes of the plans.
 Yes No
- 1.10 Are the following five required elements evaluated in the CEP?
 (a) Student retention.
 Yes No
 (b) Student placement.
 Yes No Not Applicable (new additional location only)
 (c) Level of graduate satisfaction.
 Yes No Not Applicable (new additional location only)
 (d) Level of employer satisfaction.
 Yes No Not Applicable (new additional location only)
 (e) Student learning outcomes.
 Yes No

(Section 3-1-111): The team found that follow-up studies on graduate satisfaction are not being completed following graduation.

The campus has verified that the campus conducts "graduate" surveys only once. The surveys are only conducted during the students last term, prior to graduation. While onsite, the campus created a new policy that stated they will be sending out post-graduation surveys at 150 days following graduation. Additionally, their corporate headquarters were stated to have rolled out the new surveys.

- 1.11 Define the student learning outcomes used by the campus and how these outcomes are being assessed.
The campus assesses student-learning outcomes through an analysis of certification exams, cumulative G.P.A. and grade distribution. These assessments are linked together to form a comprehensive evaluation of student learning. Student learning outcomes are assessed by comparing baseline data with current rates in each of the above areas mentioned.
- 1.12 Are the following identified and described in the CEP?
(a) The baseline data for each outcome.
 Yes No Not Applicable
(b) The data used by the campus to assess each outcome.
 Yes No Not Applicable
(c) How the data was collected.
 Yes No Not Applicable
(d) An analysis and summary of the data collected and an explanation of how the data will be used to improve the educational processes.
 Yes No Not Applicable
- 1.13 Has the campus published annual placement and retention goals in its CEP that take into account its rates from the last three Campus Accountability Reports and that demonstrate its ability to maintain or improve retention and placement outcomes?
 Yes No Not Applicable (new additional location or initial applicant only)
- 1.14 Has the campus published specific activities that will be undertaken to meet placement and retention goals?
 Yes No Not Applicable (new additional location only)
- 1.15 Describe the specific activities that the campus will undertake to meet these goals.
The specific activities the campus will undertake to meet the 2013 retention goal of 72% with the addition of new tools such as a ground tracking matrix and weekly reports on at risk students. This will assist in tracking student progress more closely and intervening early when issues with attendance or grades arise.

To meet the 2013 placement goal of 72%, the campus is increasing activities with employers such as bringing employers to the campus as guest speakers and the Campus to Community (C2C) initiative as well as providing interview workshops by employers.
- 1.16 Does the campus have documentation to show the following?
(a) That the CEP has been implemented.
 Yes No
(b) That specific activities listed in the plan have been completed.
 Yes No
(c) That periodic progress reports have been completed.
 Yes No
- 1.17 Who is responsible for implementing and monitoring the CEP? Describe this individual's qualifications. If a committee is utilized please describe the committee.
The Campus Effectiveness Committee consists of the following: Campus President, Academic Dean, Director of Campus Operations, Librarian, and the Registrar. The committee meets quarterly to review and monitor the improvement process of the campus. On an annual basis, the CEP committee will discuss any major revisions or updates that may need to be implemented.
- 1.18 Does the campus have documentation to show that the CEP is evaluated at least annually?
 Yes No Not Applicable (new additional location or initial applicant only)

2. ORGANIZATION

- 2.01 Is the following information regarding the campus appropriately stated in the catalog?
(a) Governance, control, and corporate organization.
 Yes No

- (b) Names of the trustees, directors, and/or officers.
 Yes No
- (c) Names of the administrators.
 Yes No
- 2.02 Does the campus:
- (a) Adequately train its employees?
 Yes No
- (b) Provide them with constant and proper supervision?
 Yes No
- (c) Evaluate their work?
 Yes No
- 2.03 Is the administration of the campus efficient and effective?
 Yes No
- 2.04 Does the campus maintain written documentation to show that faculty and staff members:
- (a) Clearly understand their duties and responsibilities?
 Yes No
- (b) Know the person to whom they report?
 Yes No
- (c) Understand the standards by which the success of their work is measured?
 Yes No
- 2.05 Does the administration maintain documentation of the evaluation of the faculty and staff?
 Yes No
- If *No*, insert the section number in parentheses and explain:
 (Section 3-1-202(b)): There is not evidence that the administration maintains appropriate evaluation of faculty. The following faculty do not have classroom observations or evaluations on file that have been done within the past year: Faheem Kahn; John-Sim Park; James Rogers; Ebony Scurry.
- 2.06 Has the campus adopted a policy on academic freedom that has been communicated to the faculty?
 Yes No
- 2.07 Does the campus have an appropriate grievance policy for faculty and staff?
 Yes No
- 2.08 Does the campus catalog or the student handbook contain an appropriate grievance policy for students that includes the name and address of ACICS?
 Yes No Not Applicable (initial applicants only)
- 2.09 Who is responsible for the financial oversight of the campus, and what are this person's qualifications?
 Dr. Mary Kay Svedberg, campus president, is responsible for financial oversight of the campus. Dr. Svedberg has a bachelor's degree in Family and Child Development and a master's degree in Education from the College of William and Mary. Additionally she has a Ph.D in Human Development from Virginia Tech. She has been with this campus since 2009 as the academic dean, campus vice president and in 2010 became the campus president.

3. ADMINISTRATION

- 3.01 Is there evidence that the chief on-site administrator(s) or the self-study coordinator for the campus attended an accreditation workshop within 18 months prior to the final submission of the self-study?
 Yes No
- 3.02 Are all staff well trained to carry out administrative functions?
 Yes No
- 3.03 Who is the on-site administrator, and what are this person's qualifications?

As detailed above, Dr. Mary Kay Svedberg, campus president, is the on-site administrator. Dr. Svedberg has a bachelor's degree in Family and Child Development and a master's degree in Education from the College of William and Mary. Additionally she has a Ph.D in Human Development from Virginia Tech. She has been with this campus since 2009 as the academic dean, campus vice president and in 2010 became the campus president.

3.04 Does the campus list degrees of staff members in the catalog?

Yes No

If Yes, is appropriate evidence of the degrees on file?

Yes No

3.05 Is there evidence that the campus keeps adequate records to support the following administrative operations?

(a) Financial aid activities.

Yes No Not Applicable (campus does not participate in financial aid)

(b) Admissions.

Yes No

(c) Curriculum.

Yes No

(d) Accreditation and licensure.

Yes No

(e) Guidance.

Yes No

(f) Instructional resources.

Yes No

(g) Supplies and equipment.

Yes No

(h) The school plant.

Yes No

(i) Faculty and staff.

Yes No

(j) Student activities.

Yes No

(k) Student personnel.

Yes No

3.06 Does the campus admit ability-to-benefit students?

Yes No (*Skip to Question 3.11.*)

3.11 Do student files contain evidence of graduation from high school or the equivalent?

Yes No

3.12 Are appropriate transcripts maintained for all students?

Yes No

3.13 Is the grading system fully explained on the transcript, and is it consistent with the grading system that appears in the campus catalog?

Yes No

3.14 Are student records protected from theft, fire, water damage, or other possible loss?

Yes No

3.15 Does the campus maintain transcripts for all students indefinitely?

Yes No

3.16 Does the campus maintain admissions data and other records for at least five years from the last date of attendance for all students?

Yes No

4. RELATIONS WITH STUDENTS

4.01 How many student files were reviewed during the evaluation?

The team reviewed 43 files to include files of active students, students who had withdrawn, students on financial aid warning, students receiving transfer of credit, and 2012 CAR reported graduates.

- 4.02 Does the campus ensure that its student relations reflect high ethical standards?
 Yes No
- 4.03 Does the campus have appropriate admissions criteria?
 Yes No
- 4.04 Does the campus contract with third parties for admissions and recruiting purposes?
 Yes No
- 4.05 Is there evidence to document that admissions criteria are applied consistently to all students admitted under the same version of the admissions criteria (e.g., that students admitted into specific programs for the same start date are admitted under the same admissions criteria)?
 Yes No
- 4.06 Does the admissions policy conform to the campus's mission?
 Yes No
- 4.07 Is the admissions policy publicly stated?
 Yes No
- 4.08 Is the admissions policy administered as written?
 Yes No
- 4.09 Does the campus use an enrollment agreement for each enrolled student that:
 (a) Clearly outlines the financial obligations of both the institution and the student?
 Yes No
 (b) Outlines all program related tuition and fees?
 Yes No
 (c) Has a signature of the student and the appropriate school representative?
 Yes No
 Is there evidence that a copy of the agreement has been provided to the student?
 Yes No
- 4.10 Who is responsible for the oversight of student recruitment at the campus and what are this person's qualifications?
 Mr. Kimball Cochran has served as regional director of admissions from August 2011 to present. Mr. Cochran is responsible for the oversight of student recruitment at the campus. He possesses a bachelor's degree in Business Operations from DeVry University and a master's degree in Project Management with a concentration in Human Resources from Keller Graduate School. Previously, he was employed as regional director of admissions and student services at DeVry University from November 1999 to November 2002.
- 4.11 How is the team able to verify that the recruiting process for new students is ethical and compatible with the educational objectives for the campus?
 The team was able to verify that the recruiting process for new students is ethical and compatible with the educational objectives for the campus by interviewing admission representatives, students and the director of admissions. The team interviewed Mr. Slade Jones, senior assistant director of admissions and representative trainer. Mr. Slade provided a step by step description of the recruitment process including scripts, web-based presentations and a video wrap-up presentation shown to prospective students. Representatives interview students and have students state why they are interested in their selected program, and why Westwood College. The student then meets with the director to verify whether Westwood College is a good match for them.
- Are these recruiting practices ethical and compatible with the educational objectives of the campus?
 Yes No
- 4.12 Are individuals engaged in admissions or recruitment activities communicating current and accurate information regarding the following?
 (a) Courses and programs.
 Yes No
 (b) Services.
 Yes No
 (c) Tuition.

Yes No

(d) Terms.

Yes No

(e) Operating policies.

Yes No

- 4.13 Does the campus use prospective student names obtained as a result of a survey, canvass, or promise of future employment or income while a student, or as a result of other marketing activity?

Yes No

If Yes, is the name of the campus clearly identified, and is there evidence that the reason for usage of the name has been communicated to the student?

Yes No

- 4.14 Does the state in which the campus operates require representatives to be licensed or registered?

Yes No

- 4.15 Are the titles of recruitment and enrollment personnel appropriate?

Yes No

- 4.16 Does someone other than recruitment and enrollment personnel make final decisions regarding financial aid eligibility, packaging, awarding, and disbursement?

Yes No Not Applicable (campus does not participate in financial aid)

- 4.17 Are all recruiters supervised by the campus to ensure that their activities are in compliance with all applicable standards?

Yes No

- 4.18 Does the campus have written policies and procedures for evaluating and accepting transfer of credit?

Yes No

- 4.19 Is there evidence that the campus properly awards transfer of credit?

Yes No Not Applicable

- 4.20 Does the campus publicize its transfer credit policies, including policies related to accepting transfer credit from another campus?

Yes No

- 4.21 Has the campus established articulation agreements with other institutions?

Yes No (Skip to question 4.23 for Master's Degree Programs or 4.24 for all programs)

- 4.24 Is the standards of satisfactory academic progress policy published in the catalog?

Yes No

If Yes, state the page number(s) where the standards of satisfactory academic progress policy is published?

The Standards of Satisfactory Academic Progress policy is published on page 70-72 in the May 2013 course catalog.

- 4.25 Does the standards of satisfactory academic progress (SAP) policy published in the catalog contain the following?

(a) A definition of the maximum time frame allowed for students to complete a program as 1.5 times the normal program length.

Yes No

(b) A schedule that designates the minimum percentage of work that a student must successfully complete at the end of each evaluation increment to complete the program within the maximum time frame.

Yes No

(c) Procedures for re-establishing satisfactory academic progress.

Yes No

(d) A definition of the effects of the following on the CGPA and successful course-completion percentage:

Withdrawals.

Yes No

Incomplete grades.

Yes No

Repeated courses.

- Yes No
 Non-punitive grades.
 Yes No Not Applicable (campus does not offer)
 Non-credit or remedial courses.
 Yes No Not Applicable (campus does not offer)
 A warning status.
 Yes No Not Applicable (campus does not use)
 A probationary period.
 Yes No
 An appeal process.
 Yes No
 An extended-enrollment status.
 Yes No Not Applicable (campus does not offer)
 The effect when a student changes programs.
 Yes No Not Applicable (campus only offers one program of study)
 The effect when a student seeks to earn an additional credential.
 Yes No Not Applicable (campus only offers one credential)
 The implications of transfer credit.
 Yes No

4.26 Does the campus apply its SAP standards consistently to all students?

- Yes No

If *No*, insert the section number in parentheses, list student names, and explain:

(Section 3-1-420 and Appendix D): The team finds that the implementation of the Standards of Satisfactory Progress does not comply with the requirements of the listed criteria.

Mr. Benjamin Dashiell II, was admitted as a transfer student on August 24, 2010 from ITT Technical Institute in Springfield, VA. He was admitted with eight (8) transferred courses totalling 40 credits earned.

At the end of his first term, he received all F's for the three (3) courses for which he was enrolled. This earned him a 0.00 term GPA and 0.00 CGPA. His transcript post a GPA of 1.96 and 81 credits earned for the stated term beginning August 2010. The team found no SAP documentation for this infraction. The student was either released or withdrew at the end of this term.

The student was allowed to re-enroll in the Jan 2011 term without documentation of SAP/probationary conditions. The team found a SAP appeal form dated 3/18/13 in his files allowing the student to remain in school for 1 term with the stipulation that he maintains a minimum 3.0 for the term beginning 3/20/13. The team has verified that the student received a .77 term GPA. However, the student is still enrolled in the institution. The team was not presented with documentation to clarify the reason for his current and continuous enrollment.

4.27 Are students who are not making satisfactory academic progress properly notified?

- Yes No Not Applicable (no students are in violation of SAP)

If *No*, insert the section number in parentheses, list student names, and explain:

See 4.26 above.

4.28 Is SAP evaluated at the end of each academic year or at 50% of the normal program length if the program is one academic year in length or shorter?

- Yes No

4.29 Is SAP evaluated at the end of the second academic year and at the end of each subsequent academic year where students must have a minimum CGPA of 2.0 on a scale of 4.0 or it's equivalent?

- Yes No Not Applicable (all programs are one year or less)

4.30 Are students who are not making satisfactory academic progress at the end of the second year dismissed?

- Yes No Not Applicable (all programs are less than two years)

If *No*, insert the section number in parentheses, list student names, and explain:

See 4.26 above.

- 4.31 Are qualitative and quantitative components evaluated cumulatively for all periods of a student's enrollment?
 Yes No
- 4.32 Are students allowed to remain on financial aid while under warning status?
 Yes No Not Applicable (campus does not participate in financial aid)
- If Yes, is the student informed of this policy?
 Yes No
- 4.33 Are students whose appeals are granted due to mitigating circumstances placed on probation, eligibility for financial aid reinstated and considered to be making satisfactory academic progress?
 Yes No
- 4.34 Are students who are placed in an extended-enrollment status denied eligibility for federal financial aid (unless there are mitigating circumstances)?
 Yes No Not Applicable (campus does not have extended enrollment and/or does not participate in financial aid)
- 4.35 Do credits attempted during the extended-enrollment status count toward the 1.5 times of normal program length?
 Yes No Not Applicable (campus does not have extended enrollment)
- 4.36 For students who have exceeded one and one-half times the standard time frame and were awarded the original credential, were any additional financial obligations waived?
 Yes No Not Applicable (there is no such student)
- 4.37 Are students required to have a minimum CGPA of 2.0 or its equivalent upon graduation from all programs?
 Yes No
- 4.38 Who is responsible for the administration of satisfactory academic progress, and what are this person's qualifications?
 Ms. Borges, registrar, is responsible for the administration of Satisfactory Academic Progress (SAP). Ms. Borges assumed the position of registrar in July 2013. She joined Westwood College in December 2011 and served as student support representative and assistant registrar prior to her current appointment. She earned a bachelor's degree in Administration of Justice and European History from the University of Hawaii in May 2011.
- 4.39 Does the campus encourage and assist students who are experiencing difficulty in progressing satisfactorily in their programs?
 Yes No
- 4.40 Does the campus finance any of the following? (Mark all that apply.)
 (a) Scholarships.
 (b) Grants.
 (c) Loans.
 (d) The campus does not offer scholarships, grants, and/or loans. (Skip to Question 4.42.)
- If Yes for any item, does the campus properly identify all scholarship, grant, and loan programs?
 Yes No
- 4.41 Does the campus fully disclose the terms, conditions, and application procedures regarding campus loan, scholarship and grant programs in its catalog?
 Yes No
- 4.42 Are all similarly circumstanced students who enrolled at the same time and in the same programs charged the same tuition and fees?
 Yes No
- 4.43 Are tuition and fees clearly stated in the catalog?
 Yes No
- If Yes, have students confirmed receiving a copy of the catalog?
 Yes No Not Applicable
- 4.44 Do the financial records of students clearly show the following?

- (a) Charges.
 Yes No
- (b) Dates for the posting of tuition.
 Yes No
- (c) Fees.
 Yes No
- (d) Other charges.
 Yes No
- (e) Payments.
 Yes No
- (f) Dates of payment.
 Yes No
- (g) The balance after each transaction.
 Yes No
- 4.45 Is the effective date listed on announcements of changes in tuition and fees?
 Yes No Not Applicable (campus has not changed tuition or fees)
- 4.46 Is the campus' refund policy published in the catalog?
 Yes No
- 4.47 Is the refund policy fair, equitable, and applicable to all students?
 Yes No
- 4.48 Is the campus following its stated refund policy?
 Yes No
- 4.49 Does the campus participate in Title IV financial aid?
 Yes No (*Skip to question 4.57*)
- 4.50 Who is responsible on-site for administering student financial aid, and what are this person's qualifications?
 Ms. Melissa Q. Blas, director of financial services, is responsible for administering student financial aid. Ms. Blas obtained a certificate in Advanced Information Systems from Business Computer Training Institute in March 2005. She is currently attending the University of Maryland where she is pursuing a bachelor's degree in Business Management. Prior to joining Westwood College, Ms. Blas held the position of senior finance representative at Corinthian Colleges. Additionally, the team verified Ms. Blas is a member of the Virginia Association of Student Financial Aid Administrators VASFAA.
- 4.51 Is the person who determines the amount of student awards *not* also responsible for disbursing those awards?
 Yes No
- 4.52 Are final student financial aid award determinations made by administrative individuals who are *not* responsible for recruitment?
 Yes No
- 4.53 Is the financial aid administrator a member of a state, regional, or national financial aid association and up to date on procedures and changes in the field?
 Yes No
- 4.54 Describe how the financial aid office stays current with regulation and policy changes in financial aid (include all appropriate memberships in professional organizations held by this individual).
 Ms. Melissa Blas, campus director of student finance and her staff stay current with regulation and policy changes by membership in the Virginia Association of Student Financial Aid Administrators (VASFAA), and attending VASFAA conferences and industry events; the Department of Education's "Dear Colleague Letters"; the central administration's "Center Update Calls" and financial aid staff training.
- 4.55 Is there evidence that the financial aid administrator regularly participates in professional awareness activities?
 Yes No
- 4.56 Does the campus have a written policy that accurately reflects the U.S. Department of Education's definition of a credit hour for credit hour programs and/or clock-to-credit hour programs, including conversion ratios?
 Yes No

4.57 Does the campus provide discounts for cash received in advance of the normal payment schedule?

Yes No (Skip to question 4.58.)

4.58 Describe the student services offered by the campus such as, but not limited to, structured tutoring, academic or personal counseling, student orientation, etc.

The student support department provides tutoring services that are managed by Ms. Amy Buras, the campus Librarian. The student support department conducts two student orientations and two open houses before the term start date. Academic counseling is provided by academic staff and the student support department.

The student support department has identified the three greatest challenges that students deal with on the Annandale campus as unstable homes, transportation and employment. The solutions are to provide counseling and packets containing community resources for family and housing issues. The support center has a Metrocard program, for qualified students, to assist them with transportation to and from school. Employment issues are referred to career services.

4.59 Are follow-up studies on graduate and employer satisfaction conducted at specific measuring points following the placement of the campus' graduates?

Yes No Not Applicable

If No, insert the section number in parentheses and explain:

(Section 3-1-441(c)): The team found that follow-up studies on graduate and employer satisfaction are not conducted at specific measuring points following the placement of campus graduates.

The campus has verified that the campus conducts graduate surveys only once. The surveys are only conducted during the students last term, prior to graduation. While onsite, the campus created a new policy that stated they will be sending out post-graduation surveys at 150 days following graduation. Additionally, their corporate headquarters were stated to have rolled out the new surveys.

4.60 Who is the person on staff responsible for the oversight of counseling students on employment opportunities, and what are this person's qualifications?

Ms. Chantney Stuckey, assistant director of career services, is responsible for counseling students on employment opportunities. Ms. Stuckey has a bachelor's degree in Applied Arts from Marymount University.. Ms. Stuckey has been employed with Westwood College since February 2013 as assistant director of career services. Prior to joining Westwood College, Ms. Stuckey spent four years working in student affairs at the Bethesda Enrichment Centers and Marymount University.

Ms. Tanya Allen, assumed the position of director of campus operations in March 2009. She is responsible for the oversight of financial services, career services, employment opportunities and student counseling as it relates to careers and employment. Ms. Allen is also responsible for the leadership and oversight of daily operations of all campus functions. Her direct reports include the assistant director of career services, the director of student finance, the assistant director of student support, and IT. She is also the deputy title IX coordinator. Ms. Allen earned a bachelor's degree in Business Administration, a graduate certificate in Accounting, and an MBA in Management from Strayer University where she graduated magna cum laude.

4.61 Does the campus offer employment assistance to all students?

Yes No Not Applicable (campus enrolls only international students on a student visa)

4.62 Does the campus use placement percentages or salary projections as part of its recruiting activities?

Yes No

Salary projections and placement percentages are discussed during their recruitment process.

If Yes, does the campus maintain the required data on its graduates and non-graduates?

Yes No

4.63 The beginning enrollment on the most current Campus Accountability Report (CAR) is 412

The ending enrollment reported on the previous year's CAR is 412

4.64 Was the team able to verify the retention rate for the campus and for each program as reported on the Campus Accountability Report (CAR) last submitted to the Council?

Yes No Not Applicable

4.65 Are students who receive financial aid counseled concerning their student loan repayment obligations?

Yes No Not Applicable (campus does not participate in financial aid)

4.66 Describe the process the campus utilizes to ensure that students are counseled concerning their student loan repayment obligations.

Students are required to access studentloans.gov and complete surveys at least 3 times during their enrollement. First, at their advanced meeting held during their entrance counseling. Second, at the ready meeting following the completion of their finance package. Lastly, during their exit interview where they are also provided with an exit packet containing information on loan repayment. The team was provided an exit packet.

4.67 Describe the extracurricular activities of the campus (if applicable).

Extracurricular activities include student clubs, i.e. criminal justice, business management and music clubs. Alpha Beta Kappa honor society has an active campus charter. Food drives, luncheons, snacks, raffles, welcome back week events, ice cream socials, and christmas dinners are coordinated by student support.

Additional events include a college olympic day consisting of Annadale vs Arlington sport activities including a barbeque and ending with trophies awarded to the winning teams. Also, a fall festival coordinated by the local chamber of commerce utilizes Westwood College student volunteers.

GENERAL COMMENTS:

COMMENDATIONS:

The team is impressed with Westwood College's "A Collection of 100 Success Stories" book that is in its third volume publication. The team expresses high commendations.

5. EDUCATIONAL ACTIVITIES

FOR ALL PROGRAMS

5.01 Are the credentials awarded by the campus in compliance with its accreditation approval and in compliance with applicable state laws?

Yes No

5.02 Who is assigned to oversee the educational activities of all programs at the campus, and what are this person's qualifications?

Dr. Amanda Manners, academic dean, is assigned to oversee the educational activities of all programs at the campus. She holds a bachelor's degree in Mechanical Engineering from Michigan State University, a master's degree in Management from Rensselaer Polytechnic Institute (Troy, NY), and a doctorate in Organizational Leadership from the University of Phoenix. Before becoming academic dean at the Annadale campus, Dr. Manners worked in higher education as the director of academic affairs for a University of Phoenix campus, as dean at a campus of Strayer University, and taught undergraduate and graduate Business Management courses at both of those institutions. Prior to her work in higher education, Dr. Manners worked as a program management analyst for Ford Motor Company and in the defense and aerospace industries.

5.03 Does this person have appropriate academic or experiential qualifications?

Yes No

5.04 Describe how the campus makes provisions for program administrators to have sufficient authority and responsibility for the development and administration of the programs.

Each of the program administrators has a job description that clearly identifies their authority and responsibility for development and administration of the programs. Additionally, program chairs have the opportunity to provide input and discuss areas related to their authority and responsibility while participating in once-per-week Education Leader Meetings with the campus president and academic dean and one-on-one meetings with the academic dean every other week.

5.05 Is the time devoted to the administration of the educational programs sufficient?

Yes No

5.06 Is there a published policy on the responsibility and authority of faculty in academic governance?

Yes No

5.07 Does the policy, at a minimum, address the role of the faculty in the following areas?

(a) Development of the educational program.

Yes No

(b) Selection of course materials, instructional equipment and other educational resources.

Yes No

(c) Systematic evaluation and revision of the curriculum.

Yes No

(d) Assessment of student learning outcomes.

Yes No

(e) Planning for institutional effectiveness.

Yes No

5.08 Is there evidence that this policy has been adopted and faculty members are aware of it?

Yes No

5.09 Does the campus have any programs that require specialized programmatic accreditation to obtain entry-level employment or licensure by the state in which the campus is approved?

Yes No (*Skip to question 5.11*)

FOR NEW GRANTS ONLY

5.11 Was the team able to verify the backup documentation to support the placement rate for the program(s) that hold specialized accreditation as reported on the last Campus Accountability Report submitted to the Council?

Yes No Not Applicable

FOR ALL CAMPUSES

5.13 Are the educational programs consistent with the campus' mission and the needs of its students?

Yes No

5.14 Do the formation of policies and the design of educational programs involve students, graduates, administrators, faculty, and other interested parties such as advisory committees?

Yes No

5.15 What provisions are made for individual differences among students?

Instructors use a variety of instructional delivery methods to better meet the individual differences among the students in their courses. Students who are having academic performance issues are reported to the appropriate program chair and the assistant director of student support. These two individuals use a variety of interventions, including tutoring by a faculty member, to work with individual students needing help. Additionally, students are able to request transfer credit for previous academic work and credit for CLEP exams passed with satisfactory grades and scores and to request the opportunity be granted credit based on achieving a satisfactory score on proficiency exams available for various courses.

5.16 Describe the system in place to evaluate, revise, and make changes to the curriculum.

Recommendations from students, staff, faculty, advisory committee members, or employers can start the process for a curriculum change. The curriculum is continually reviewed by the academic dean, program chairs, and faculty at the Annandale campus. Campus recommendations are forwarded to the corporate director of curriculum and curriculum review committees for each of the curriculum program areas. Curriculum revisions are made following final approval by corporate administration. Faculty members confirmed their participation in the curriculum review process and indicated they felt their input was considered and valued.

5.17 Does the faculty participate in this process?

Yes No

5.18 Is credit appropriately converted in relation to total student contact hours in each class?

Yes No

If *No*, insert the section number in parentheses, identify the courses, and explain:

(Section 3-1-516 (a)(i)): There is not appropriate documentation to evidence that the 10-hour lecture portion of the MEDI299 Externship 6.5-credit course is scheduled appropriately. The academic credit analysis indicates that the course consists of 165 hours of externship training at externship sites in the community, which accounts for 5.5 of the total credits granted, and a 10-hour lecture component that accounts for 1 credit of lecture. The course syllabus states that there is a 10-hour lecture component to the course. However, the class schedule provided to the team during the visit has an externship class scheduled to meet Mondays 6:30-7:00 pm for the 9 weeks of the term, a total of 270 minutes. From the interviews conducted during the first day of the visit, students who are currently on the externship training informed the team that they do not meet on campus for the externship class. In addition, the team observed that there were no students in the room where the class was scheduled to meet at 6:30 pm on Monday, the first day of the visit. Furthermore, the team was not provided with documentation of attendance records that sustained the claim that class meets on campus for 10 lecture hours. When asked to explain

the discrepancy, the chair of the Medical Assisting program, the dean, and the campus president stated that the instructor of the course meets with students individually each week. However, there was no documentation provided for such encounters. Also, the team was provided with a list of assignments students are mandated to complete during the externship course; however, time worked on homework assignments does not meet the criteria for allocation of lecture credits hours.

- 5.19 If the campus awards academic credit to students who demonstrate subject competency based on academic, occupational, or personal experiences, is there an established systematic method for evaluating and awarding academic credit to which the campus adheres?
 Yes No Not Applicable (campus does not award such credit)

If *Yes*, is there appropriate documentation of the assessments of knowledge, skills, or competencies required?

Yes No

- 5.20 Are courses and breaks scheduled appropriately, given the students' academic background and the coursework involved?

Yes No

- 5.21 Are the following appropriate to adequately support the number and nature of the general education courses? (*If only nondegree programs are offered with no general education courses, skip to 5.22*)

(a) Facilities.

Yes No

(b) Instructional equipment.

Yes No

(c) Resources.

Yes No

(d) Personnel.

Yes No

- 5.22 Does the campus provide an environment for its faculty that is conducive to effective classroom instruction?

Yes No

- 5.23 Are the quantity and type of instructional materials and equipment proportionate to the size of the campus and types of programs?

Yes No

- 5.24 Based on the team's observation of the instructional materials used, interviews with students and faculty, and a review of software licenses, is the campus in compliance with applicable licensing and copyright laws?

Yes No

- 5.25 Are official transcripts for all qualifying credentials and for those credentials listed in the catalog on file for all instructors?

Yes No

- 5.26 Have faculty transcripts from institutions not accredited by agencies recognized by the United States Department of Education been translated into English and evaluated by a member of the Association of International Credential Evaluators (AICE) or the National Association of Credential Evaluation Services (NACES) to determine the equivalency of the credentials to credentials awarded by institutions in the United States?

Yes No Not Applicable (no faculty members hold foreign credentials)

- 5.27 Is there documented evidence of a systematic program of in-service training at the campus?

Yes No

If *Yes*, how is this documented?

Campus administration maintains a three-ring binder containing documentation of the in-service training activities completed and scheduled for Annandale campus faculty.

- 5.28 Is there evidence that appropriate faculty development plans have been developed and implemented annually, including documentation to support completed activities listed on the plans?

Yes No

If *No* for missing documentation of implementation, insert the section number in parentheses, list faculty names, and explain:

(Section 3-1-543): There is not satisfactory documentation of professional growth activities for the following faculty members:

Bashir Kassim	Kathy Nice
Gillian Barnett	Amy Sebes
Brian Erskine	Ebony Scurry
Aissata Haidara	Jong-Sim Park
Lester Larose	James Rogers

Initially the team found a number of instances of there being a lack of documentation of professional growth activities for other faculty members. However, campus administration was able to provide appropriate documentation of professional growth activities for all faculty members except those listed above.

5.29 Is there evidence that full-time and part-time instructors participate in regularly scheduled faculty meetings?

Yes No

5.30 Is there an adequate core of full- and/or part-time faculty to assure sound direction and continuity of development for the educational programs?

Yes No

5.31 Does the institution utilize contracts and/or agreements with other institutions or entities?

Yes No

Like other Westwood College campuses, this campus has a consortium agreement with the Westwood Online Division in Denver. The consortium agreement has been submitted to and approved by the Council.

If Yes, do the contracts and/or agreements comply with all requirements of the applicable criterion?

Yes No

FOR ACADEMIC ASSOCIATE'S, AND BACHELOR'S DEGREES ONLY

5.34 Are instructors teaching general education courses assigned in keeping with the minimum requirements as stated in the *Accreditation Criteria*?

Yes No

FOR ACADEMIC ASSOCIATE'S DEGREES ONLY

5.35 Does the program include a minimum of 15 semester, 22.5 quarter hours, or their equivalent in general education courses?

Yes No

5.36 Do the programs' general education courses meet Council standards in that the courses place emphasis on principles and theory not on practical applications associated with a particular occupation?

Yes No

5.37 Are at least one-half of all courses that are part of each associate's degree program taught by faculty members who have graduate degrees, professional degrees, or bachelor's degrees plus professional certification?

Yes No

FOR BACHELOR'S DEGREES ONLY

5.38 Does the program include a minimum of 36 semester hours, 54 quarter hours, or their equivalent in general education courses?

Yes No

5.39 Do the program's general education courses meet Council standards?

Yes No

5.40 Are at least one-half of all lower-division subjects and all upper-division courses that are part of the bachelor's degree program taught by faculty members who have graduate degrees, professional degrees, or bachelor's degrees plus professional certification?

Yes No

GENERAL COMMENTS:

Overall, educational operations at the Westwood College Annandale campus are conducted in a comfortable environment that promotes and supports a positive atmosphere for learning and teaching. The faculty are well qualified for their teaching assignments and are committed to their students. Students

who were interviewed were generally very positive about their instructors and informed the team they feel all of the instructors sincerely care about their students' personal and academic success.

6. EDUCATIONAL FACILITIES

- 6.01 Describe the physical facility of the campus (include details such as campus location, square footage, distribution of space, parking situation and any other pertinent information).

The campus is located at 7619 Little River Turnpike, Suite 500, in Annandale, Virginia and initially occupied 22,152 square feet. Students at Westwood College attend class in a clean, well-lit, comfortable and environmentally safe atmosphere. Classrooms and laboratories have adequate space. The facility includes theory classrooms and laboratories, library, student lounge, testing center, academic support center, graphic design room, resource room and administrative offices. Ample parking is available for students, staff and visitors. Special facilities available for disabled persons include specially equipped restrooms. The facility is in compliance with federal, state and local ordinances and regulations, including those relating to safety and health. In August 2010, the campus added 9,815 square feet to accommodate the population growth of the school. This space is adjacent to the original building approximately 200 feet from the main doors. The address of this building is 7611 Little River Turnpike, 6th Floor, Annandale Virginia. This building consists of a mock courtroom, medical classrooms and an interior design classroom.

- 6.02 Does the campus utilize any additional space locations?

Yes No

If Yes, list the name and address of each location.

In August 2010, the college added 9,815 additional square feet in an adjoining building located at 7611 Little River Turnpike, 6th Floor, Annandale, Virginia.

- 6.03 Does the campus utilize campus additions?

Yes No

- 6.04 Are all facilities (including additional space and campus additions) appropriate for the size of the student population and the programs offered?

Yes No

- 6.05 Are the following appropriate to support the student population and the programs offered at all locations (including additional space and campus additions)?

(a) Equipment

Yes No

(b) Instructional tools

Yes No

(c) Machinery

Yes No

- 6.06 Is there evidence on file to show that all campus facilities are in compliance with fire, safety, and sanitation regulations?

Yes No Not Applicable

7. PUBLICATIONS

- 7.01 What catalog was used during the evaluation (please include the year, number, and volume if appropriate)?

The catalog reviewed on site was the Westwood College 2013 Academic Catalog, Volume 4 - No. 2 revised in May 2013.

- 7.02 Does the self-study or additional location application part II accurately portray the campus?

Yes No

- 7.03 Does the campus publish a catalog that is appropriately printed and bound and available to all enrolled students?

Yes No

- 7.04 Does the catalog contain the following items?

(a) A table of contents and/or an index.

Yes No

(b) An indication of the year or years for which the catalog is effective on the front page or cover page.

Yes No

- (c) The names and titles of the administrators.
 Yes No
- (d) A statement of legal control which includes the names of trustees, directors, and officers of the corporation.
 Yes No
- (e) A statement of accreditation
 Yes No Not Applicable (initial applicant)
- (f) A mission statement.
 Yes No
- (g) A listing of full-time faculty members which lists all qualifying credentials held along with the awarding institution and the area of teaching specialization.
 Yes No
- (h) An academic calendar.
 Yes No
- (i) A full disclosure of the admission requirements.
 Yes No
- (j) A statement for each curriculum offered that includes a statement of objective or purpose; an accurate and complete listing of all courses in the curriculum with a unique identifying number and title, the credit or clock hours awarded; the total credit or clock hours required to complete the curriculum; any necessary requirements for certification, licensing, or registration needed to work in the field; and any additional requirements that must be met to complete the curriculum.
 Yes No
- (k) A description of each course offered that includes the identifying number, title, credit or clock hours awarded, a concise description of the course contents, and any necessary prerequisites.
 Yes No
- (l) An explanation of the grading system that is consistent with the one that appears on the student transcript.
 Yes No
- (m) A definition of the unit of credit.
 Yes No Not Applicable (The campus does not award credit)
- (n) A complete explanation of the standards of satisfactory academic progress.
 Yes No
- (o) A description of the certificates, diplomas, and/or degrees awarded along with a statement of the requirements necessary for completion of each.
 Yes No
- (p) The transfer of credit policy.
 Yes No
- (q) A statement of the tuition, fees, and any other charges.
 Yes No
- (r) A complete and accurate listing of all scholarships, grants, and/or loans offered.
 Yes No Not Applicable (no scholarships, grants, or loans offered)
- (s) The refund policy.
 Yes No
- (t) A statement describing the student services offered.
 Yes No
- (u) A student grievance policy that includes the name and address of ACICS (may be in the student handbook instead of catalog).
 Yes No Not Applicable (initial applicants only)

7.05 Does the campus offer degree programs?

- Yes No

If Yes, does the catalog contain the following?

- (a) An explanation of the course numbering system (for all levels).
 Yes No
- (b) Identification of courses that satisfy general education requirements (for occupational associate's, academic associate's, and bachelor's degrees only).
 Yes No
- (c) Identification of courses that satisfy the concentration requirements (for academic associate's and bachelor's degrees only).
 Yes No
- (d) Identification of courses that satisfy the upper-division (for bachelor's degrees only).
 Yes No

7.06 Does the campus offer courses and/or programs via distance education?

Yes No (Skip to Question 7.07.)

If Yes, does the catalog contain the following?

(a) A description of each mode of delivery used for distance education courses.

Yes No

(b) Any additional or different admissions requirements for students taking distance education courses.

Yes No Not Applicable (there are no additional or different admissions requirements)

(c) A description of any tests used to determine access to distance education.

Yes No Not Applicable (no additional tests are given)

(d) A description of the resources and equipment the students must have to avail themselves of distance education instruction.

Yes No

(e) Costs and fees associated specifically with distance education.

Yes No Not Applicable (there are no additional costs and fees)

7.07 Does the catalog contain an addendum/supplement?

Yes No (Skip to Question 7.08.)

(a) Is the catalog updated at an appropriate interval (the addendum/supplement should not be used as a substitute for meeting this expectation)?

Yes No

(b) Does the addendum supplement include the school name, location, and effective date for the entire document (or for individual sections if effective dates vary)?

Yes No

(c) Do students receive a copy of the addendum/supplement with the catalog?

Yes No

7.08 Is the catalog available online?

Yes No (Skip to Question 7.09.)

If Yes, does it match the hard copy version?

Yes No

7.09 Does the campus utilize a multiple-school catalog?

Yes No (Skip to Question 7.10.)

If Yes, answer the following:

(a) Are all campuses using the same catalog of common ownership?

Yes No

(b) Are all photographs utilized properly labeled to identify the location depicted?

Yes No

(c) Are faculty and staff listings properly identified with respect to the campus to which they belong?

Yes No

7.10 Is all advertising and promotional literature, through any type of media (social media, website, newspapers, etc.), truthful and dignified?

Yes No

7.11 Is the correct name of the campus listed in all advertising, web postings and promotional literature?

Yes No

7.12 Where does the campus advertise (publications, online, etc.)?

The campus advertises by use of some television/radio spots, print ads, brochures. The majority of their advertising is done through the internet via Twitter, Facebook, LinkedIn, YouTube, etc.

Are all print and electronic advertisements under acceptable headings?

Yes No

7.13 Does the campus use endorsements, commendations, or recommendations in its advertising?

Yes No (Skip to Question 7.14.)

If Yes, is there evidence that prior written consent was obtained and that all representations are factual and portraying current conditions?

Yes No

7.14 Does the campus utilize services funded by third parties?

Yes No (Skip to Question 7.15.)

7.15 Does the campus avoid offering monetary incentives to attract students and avoid making guarantees for job placement or salary for graduates?

Yes No

7.16 Is the phrase "for those who qualify" properly referenced in all advertising that mentions financial aid?

Yes No Not Applicable (campus does not participate in financial aid)

7.17 What institutional performance information does the campus routinely provide to the public?

The campus routinely provides graduation, retention and placement rates on their website.

Where is this information published and how frequently is this information being updated?

This information is available via a consumer information link on their website and is updated annually.

8. LIBRARY, INSTRUCTIONAL RESOURCES, AND TECHNOLOGY

FOR ALL PROGRAMS

8.01 Does the campus develop an adequate base of library resources?

Yes No

8.02 Does the campus ensure access of library resources to all faculty and students, including students at nonmain campuses?

Yes No

8.03 Does the campus provide training and support to faculty and students in utilizing library resources as an integral part of the learning process?

Yes No

8.04 Are adequate staff provided to support the development, organization of the collection, and access of library resources?

Yes No

8.05 Describe how the campus develops continuous assessment strategies for resources and information services?

Every effort is made to meet the requests and requirements of both students and faculty for library resources. In light of recent curriculum changes and program additions, there is a long-term plan to weed titles that have become irrelevant or dated and acquire titles to support the new programs. An effort has also been made to provide access to the library page in MyPath for all campus students. The MyPath library page is more robust and the links are more stable than in WConnect which was previously used by students and others.

Are these methods appropriate?

Yes No

8.06 Is the library staff adequately trained to support the library?

Yes No

ACADEMIC ASSOCIATE'S AND BACHELOR'S DEGREES ONLY

8.07 Is the campus' established annual budget appropriate to the size and scope of the campus and the programs offered, and is the allocation appropriately expended for the purchase of books, periodicals, library equipment, and other resource and reference materials?

Yes No

8.08 What is the amount of the current year's library budget excluding personnel allocations?

The regional librarian and campus administration provided documentation that non-personnel campus library expenditures for the period October 2012 - September 2013 totaled \$34,600.

8.09 What portion of the current year's library budget has been spent and how has the money been allocated?

Of the \$34,600 spent over the year, \$25,650 was spent for the Annandale campus share of the cost of electronic resources and \$5,100 was spent for periodicals and \$3,850 for books that are available in the learning commons area

8.10 Is there evidence that the faculty have major involvement in the selection of library resources?

Yes No

8.11 Are the library hours adequate to accommodate the needs of all students?

Yes No

8.12 Describe how the faculty inspire, motivate, and direct student usage of the library resources?

Students and faculty who were interviewed as well as the regional librarian confirmed that there are assignments requiring the use of learning commons' resources in most courses being offered at the Annandale campus. This was also confirmed during review of syllabi.

Are these methods appropriate?

Yes No

8.13 Is the Dewey Decimal, Library of Congress, or other appropriate system of classification used to organize the library materials?

Yes No

8.14 Are records of physical and/or online resources and circulation accurate and up to date?

Yes No

8.15 If interlibrary agreements are in effect, are the provisions appropriate, do they ensure practical use and accessibility to the students, and is evidence of student use documented?

Yes No Not Applicable (no interlibrary agreements)

8.16 Describe any full-text online collections available to students.

Westwood College maintains a system-wide website that allows students, faculty, and other users to access the Surpass library catalog and the online database collection. The online database collection includes index and full text access to thousands of periodicals, newspapers, newsletters, transcripts, legal materials, and statistical tables. The available databases include EBSCO's Academic Search Premier, Computer Source, Greenfile, LexisNexis Academic, Points of View Reference Center, Proquest Central, ProQuest Statistical, Britannica Online, e-Books on EBSCOhost, and STAT!Ref. In addition users have access to Serials Solutions 360 Suite, which includes a power search of all library databases with links to full-text.

8.17 Are the library physical holdings and /or full-text online collections up to date and adequate for the size of the campus and the breadth of and enrollment in its educational programs?

Yes No

8.18 Does the library collection include holdings in the humanities, arts, social sciences, and sciences, including mathematics?

Yes No

8.19 Who is the on-site librarian, what are this person's qualifications, and what are his or her hours on-site?

Ms. Amy Buras, regional librarian, is the professionally trained individual assigned to oversee the library (learning commons) at the Annandale campus. She holds a bachelor's degree in Behavioral Science from National University (Sacramento, California), juris doctor degree in Law from University of the Pacific, McGeorge School of Law (Sacramento, California), and a master's degree in library science (MLS) from San Jose State University (San Jose, California). She is also certified as a professional librarian by the state of Virginia Library Board. Ms. Buras has been assigned to administer the learning commons at the campus since October 2005. Prior to starting at Westwood College, she worked as a lead analyst at Lexis/Nexis, Inc for more than five years and as a legal research attorney extern for four months and academic enhancement leader for nine months while completing her juris doctor degree.

Ms. Buras is onsite in the learning commons area from 7:30 AM – 6:00 PM Monday – Friday.

Does this individual:

(a) Supervise and manage the library and instructional resources?

Yes No

(b) Facilitate the integration of instructional resources into all phases of the campus's curricular and educational offerings?

Yes No

(c) Assist students in the use of instructional resources?

Yes No

- 8.20 Are all individuals who supervise the library and assist students with library functions well-trained and competent in both using and aiding in the use of the library technologies and resources?
 Yes No

The team reviewed a well-organized library handbook that includes a description of the training program for the library assistant, student workers, tutors, and the weekend administrator of the learning commons area.

- 8.21 Have library staff transcripts from campuses not accredited by agencies recognized by the United States Department of Education been translated into English and evaluated by a member of the National Association of Credential Evaluation Services (NACES) or the Association of International Credential Evaluators (AICE) to determine the equivalency of the degrees to degrees awarded by campuses in the United States?
 Yes No Not Applicable (staff do not hold foreign credentials)

- 8.22 Is documentation on file to reflect the librarian's participation in professional growth activities?
 Yes No

Ms. Buras, the on-site librarian, is a member of the American Library Association (ALA), reads various publications and information pieces produced by the ALA, and has attended ALA annual conferences. She also participates in other professional development activities including campus in-service workshops, web conferences, and actively consults with other Westwood College campus librarians through regular conference call meetings and an e-mail list. During the past year Ms. Buras focused on completing continuing education to satisfy requirements for her license to practice law. More specifically, she completed 25 hours in areas such as copyright, legal research, and library management.

- 8.23 Are the hours the library is open adequate to accommodate the needs of all students?
 Yes No

According to information posted in the area, the learning commons is open 7:30 AM - 10:00 PM Monday-Friday and 9:00 AM- 3:00 PM on Saturday.

- 8.24 Does the library make available appropriate reference, research, and information resources to provide basic support for curricular and educational offerings and to enhance student learning?
 Yes No

FOR NONDEGREE PROGRAMS ONLY

- 8.25 Are appropriate reference materials and periodicals available for all programs offered?
 Yes No

- 8.26 Are the instructional resources organized for easy access, usage, and preservation?
 Yes No

- 8.27 Is there a current inventory of instructional resources?
 Yes No

- 8.28 Does the campus have appropriate and sufficient instructional resources, equipment, and materials to meet its educational program objectives and the needs of its students?
 Yes No

GENERAL COMMENTS:

The Annandale campus is fortunate to have Ms. Buras managing the learning commons area. She has a strong academic and experiential background for her current position and actively participates in professional updating activities. Faculty and students confirm that she is committed to developing campus library resources and has done a good job of conducting activities that encourage and facilitate use of the on-site and on-line resources available to users.

9. PROGRAM EVALUATION

Academic Associate's Degree in Medical Assisting

Academic Associate's Degree in Medical Office Management

Diploma in Medical Assisting

FOR ALL PROGRAMS

- 9.01 Is licensure, certification or registration required to practice in the specific career field?
 Yes No (*Skip to question 9.02*)
- 9.02 Who is assigned to administer the academic program(s), and what are this person's qualifications?
 Ms. Alecia Heffner is the program chair of the Medical Assisting and Medical Office Management programs. Ms. Heffner holds a master's degree in Health Management from Lindenwood University, St. Charles, Missouri, and a bachelor's degree in Public Health from Dillard University, New Orleans, Louisiana. Prior to joining the campus in May 2013, Ms. Heffner worked as a health program coordinator at a Community Health Center, and taught as an adjunct faculty and externship coordinator at post-secondary educational proprietary institutions.
- 9.03 Does this individual possess appropriate academic or experiential qualifications?
 Yes No
- 9.04 Is there evidence that the program administrator has sufficient authority and responsibility for the development and administration of the educational program(s)?
 Yes No
- 9.05 Are the time and resources devoted to the administration of the educational program(s) sufficient?
 Yes No
- 9.06 Does the program meet the needs of its students and the requirements of the Council, as shown by student achievement outcomes which meet or exceed the standards for the following areas:
 (a) Student retention rate of 62%?
 Yes No Not Applicable (Additional Location Inclusion only)
 (b) Student placement rate of 58%?
 Yes No Not Applicable
 Note: No graduates were reported in the 2012 Campus Academic Report for any of the programs.
- 9.07 List the community resources and describe how they are utilized to enrich the program(s).
 Guest speakers have been invited to enhance the program and give students a sense of what is expected in the healthcare field from the practicing healthcare providers. Medical assisting students participated in the National Dental Association Centennial Celebration Community Outreach Health Fair offering vital signs checks to the participants. The programs hold annual advisory board meetings where members of the medical community are invited to share their company and professional experience. The committee members provide the campus with industry trends and needs such as new technology products, processes, software, and any aspects of content and hands-on training that might be included into curriculum of the programs offered by the campus.
- 9.08 Is the utilization of community resources sufficient to enrich the program?
 Yes No
- 9.09 Does the curriculum evidence a well-organized sequence of appropriate subjects leading to an occupational objective, an academic credential, or both?
 Yes No
- 9.10 Does the catalog and/or other advertising material such as brochures and web site, accurately describe the program and its objectives?
 Yes No
- 9.11 For programs that include practica, externships, or internships, does the institution have a written and mutually signed agreement that outlines the arrangement between the institution and the practicum site, including specific learning objectives, course requirements, and evaluation criteria?
 Yes No Not Applicable (these elements are not part of the program *or* no student is at the point of needing them)
- 9.12 Does the program use independent studies?
 Yes No (*Skip to question 9.14*)
- 9.13 Are independent studies used appropriately, and is there a contract signed by the student and the institution that meets Council standards?
 Yes No
- 9.14 Are the curriculum and length of the program appropriate to meet the educational and placement objectives of the program?

Yes No

9.15 Are course prerequisites appropriate, are they identified in the catalog and on the course syllabi, and are they being followed?
 Yes No

9.16 Is an appropriately detailed syllabus on file for each course that includes:

(a) Title and course descriptions

Yes No

(b) Course numbers

Yes No

(c) Course prerequisites and/or corequisites

Yes No

(d) Instructional contact hours/credits

Yes No

(e) Learning objectives

Yes No

(f) Instructional materials and references

Yes No

(g) Topical outline of the course

Yes No

(h) Instructional methods

Yes No

(i) Assessment criteria

Yes No

(j) Method of evaluating students

Yes No

(k) Date the syllabus was last reviewed

Yes No

For Title IV participant campuses that have lecture courses in credit hour programs or clock-to-credit hour programs only:

(l) Out-of-class work assignments that support the learning objectives for the course

Yes No Not Applicable (Additional Location Inclusion)

(m) A description of the minimum amount of time a student is expected to spend on completion of the work assignments

Yes No Not Applicable (Additional Location Inclusion)

9.17 Do students confirm that they receive a course syllabus and that it is followed?

Yes No

9.18 Are the courses available when needed by the student in the normal pursuit of a program of study?

Yes No

9.19 Was the team able to verify the backup documentation to support the placement rate for the program(s) as reported on the last Campus Accountability Report submitted to the Council?

Yes No Not Applicable (there have been no graduates)

How many calls to employers or graduates were attempted?

No graduates were reported in the 2012 Campus Accountability Report for any of the programs.

9.20 Was documentation on file to verify graduates classified on the CAR as "not available for placement"?

Yes No Not Applicable

FOR NEW GRANTS AND INITIAL GRANTS ONLY

9.21 Does the campus participate in Title IV financial aid?

Yes No (Skip to question 9.24)

9.22 Does the campus' written procedures (as evidenced by their academic credit analysis) support the written policy and definition of a credit hour as defined by the U.S. Department of Education for Title IV funding?

Yes No Not Applicable (Clock hour programs only)

- 9.23 Is there evidence that out-of-class work or the equivalency is being evaluated?
 Yes No Not Applicable (Clock hour programs only)

FOR ALL VISITS

- 9.24 Are the following appropriate to adequately support the number and nature of the program?
- (a) Facilities.
 Yes No
- (b) Instructional equipment.
 Yes No
- (c) Resources.
 Yes No
- (d) Personnel.
 Yes No
- 9.25 Are the following elements appropriately incorporated into the instructional components of the program?
- (a) Systematic planning.
 Yes No
- (b) Well-defined instructional objectives.
 Yes No
- (c) The selection and use of appropriate and current learning materials.
 Yes No
- (d) Appropriate modes of instructional delivery.
 Yes No
- (e) The use of appropriate assessment strategies.
 Yes No
- (f) The use of appropriate experiences.
 Yes No

FOR NONDEGREE PROGRAMS, AND OCCUPATIONAL ASSOCIATE'S DEGREES ONLY

- 9.26 Are all faculty assigned to teach in no more than three fields of instruction, with no more than five preparations?
 Yes No

FOR NONDEGREE PROGRAMS, OCCUPATIONAL ASSOCIATE'S, ACADEMIC ASSOCIATE'S, AND BACHELOR'S DEGREES ONLY

- 9.27 Do the faculty members' qualifications meet the minimum requirements outlined in the *Accreditation Criteria*, and are their qualifications academically and experientially appropriate to the subject matter they teach and the level of the credential awarded?
 Yes No
- 9.28 Is the size of the faculty appropriate to the total student enrollment?
 Yes No

FOR OCCUPATIONAL ASSOCIATE'S, ACADEMIC ASSOCIATE'S, BACHELOR'S AND MASTER'S DEGREES ONLY

- 9.29 Is an adequate core of full- and part-time faculty employed to ensure sound direction and continuity of development for the program?
 Yes No

FOR ACADEMIC ASSOCIATE'S, BACHELOR'S, AND MASTER'S, DEGREES ONLY

- 9.30 Are teaching loads reasonable?
 Yes No

FOR NONDEGREE PROGRAMS AND OCCUPATIONAL ASSOCIATE'S DEGREES ONLY

- 9.31 Do all instructors teach no more than 32 hours per week (except for an overload of one subject allowed with additional compensation)?
 Yes No

9.32 What is the current student/teacher ratio?

The current student/teacher ratio is 7:1.

9.33 Is the current student-teacher ratio reasonable for the mode of delivery and course content?

Yes No

FOR ACADEMIC ASSOCIATE'S DEGREES ONLY

9.38 Is the number of hours required to complete the program at least 60 semester hours, 90 quarter hours, or their equivalent, earned over a period of four semesters, six quarters, or the equivalent?

Yes No

9.39 Is there a minimum of 30 semester hours, 45 quarter hours, or their equivalent in courses within the area of concentration?

Yes No

9.40 Does the curriculum quantitatively and qualitatively approximate the standards at other collegiate institutions offering the same degree?

Yes No

9.41 Is enrollment in the second academic year of the two-year program sufficient to support regularly scheduled classes?

Yes No Not Applicable (no students in the second year)

9.42 Are the second-year courses based upon appropriate first-year prerequisites?

Yes No Not applicable

9. PROGRAM EVALUATION

Academic Associate's Degree in Criminal Justice

Bachelor's Degree in Criminal Justice: Major In Administration

Bachelor's Degree in Criminal Justice: Major In Investigation

Bachelor's Degree in Criminal Justice

9.01 Is licensure, certification or registration required to practice in the specific career field?

Yes No (Skip to question 9.02)

9.02 Who is assigned to administer the academic program(s), and what are this person's qualifications?

Ms. Sharon Rauch is the program chair for the criminal justice programs. She began her employment with Westwood Annandale campus as program chair in October 2007. She holds a bachelor's degree in Psychology from George Mason University, Fairfax, Virginia and a master's degree in Criminal Justice from Northeastern University, Boston, Massachusetts. Ms. Rauch brings to the campus over seven years correctional, counseling and administration experience.

9.03 Does this individual possess appropriate academic or experiential qualifications?

Yes No

9.04 Is there evidence that the program administrator has sufficient authority and responsibility for the development and administration of the educational program(s)?

Yes No

9.05 Are the time and resources devoted to the administration of the educational program(s) sufficient?

Yes No

9.06 Does the program meet the needs of its students and the requirements of the Council, as shown by student achievement outcomes which meet or exceed- the standards for the following areas:

(a) Student retention rate of 62%?

Yes No Not Applicable (Additional Location Inclusion only)

(b) Student placement rate of 58%?

Yes No Not Applicable (Additional Location Inclusion only)

9.07 List the community resources and describe how they are utilized to enrich the program(s).

The Criminal Justice program utilizes several different types of community resources to enrich the program. This consists of professional advisory committee meeting, field trips, guest speakers, and community events. The professional advisory committee next scheduled meeting is November 2013. The team reviewed professional advisory committee meeting minutes for May 2013, November 2012, and May 2012.

Students enrolled in the criminal justice program experienced field trips, guest speakers, and community events. The field trips consisted of Fairfax County Library; Fairfax County Adult Education; U S Supreme Court; Center for Missing and Exploited Children; and Drug Enforcement Museum.

The campus guest speakers included Metropolitan Police Department: Gangs and Criminal Sub-Culture; Prince William County Probation and Parole Officers; Attorney U.S. Patent & Trade Office; and Mental Health Advocacy.

Students enrolled in the criminal justice programs participated in the following community events; Tour del Cure (Bicycle Race) for American Diabetes Association; Blood Drive; Help Fight Hunger; and assisted with the Shelter House project. The team was provided documentation to verify this information.

- 9.08 Is the utilization of community resources sufficient to enrich the program?
 Yes No
- 9.09 Does the curriculum evidence a well-organized sequence of appropriate subjects leading to an occupational objective, an academic credential, or both?
 Yes No
- 9.10 Does the catalog and/or other advertising material such as brochures and web site, accurately describe the program and its objectives?
 Yes No
- 9.11 For programs that include practica, externships, or internships, does the institution have a written and mutually signed agreement that outlines the arrangement between the institution and the practicum site, including specific learning objectives, course requirements, and evaluation criteria?
 Yes No Not Applicable (these elements are not part of the program *or* no student is at the point of needing them)
- 9.12 Does the program use independent studies?
 Yes No (*Skip to question 9.14*)
- 9.14 Are the curriculum and length of the program appropriate to meet the educational and placement objectives of the program?
 Yes No
- 9.15 Are course prerequisites appropriate, are they identified in the catalog and on the course syllabi, and are they being followed?
 Yes No
- 9.16 Is an appropriately detailed syllabus on file for each course that includes:
- (a) Title and course descriptions
 Yes No
 - (b) Course numbers
 Yes No
 - (c) Course prerequisites and/or corequisites
 Yes No
 - (d) Instructional contact hours/credits
 Yes No
 - (e) Learning objectives
 Yes No
 - (f) Instructional materials and references
 Yes No
 - (g) Topical outline of the course
 Yes No
 - (h) Instructional methods
 Yes No
 - (i) Assessment criteria
 Yes No
 - (j) Method of evaluating students

Yes No

(k) Date the syllabus was last reviewed

Yes No

For Title IV participant campuses that have lecture courses in credit hour programs or clock-to-credit hour programs only:

(l) Out-of-class work assignments that support the learning objectives for the course

Yes No Not Applicable (Additional Location Inclusion)

(m) A description of the minimum amount of time a student is expected to spend on completion of the work assignments

Yes No Not Applicable (Additional Location Inclusion)

9.17 Do students confirm that they receive a course syllabus and that it is followed?

Yes No

9.18 Are the courses available when needed by the student in the normal pursuit of a program of study?

Yes No

9.19 Was the team able to verify the backup documentation to support the placement rate for the program(s) as reported on the last Campus Accountability Report submitted to the Council?

Yes No Not Applicable (there have been no graduates)

How many calls to employers or graduates were attempted?

Academic Associate's degree in Criminal Justice- First Graduates March 2014

Bachelor's degree in Administration- First Graduates March 2014

Bachelor's degree in Investigations- First Graduates December 2014

Bachelor in Criminal Justice: 4(Currently in teach-out)

How many calls to employers or graduates were successful?

Bachelor in Criminal Justice: 3

How many of the successful contacts confirmed the employment of the graduate as reported on the CAR? Please explain any discrepancy between the number of successful contacts and confirmations.

All of the calls, where contact was made, confirmed the employment of the graduates as reported on the 2012 CAR.

Note: There were no graduates in the following programs; academic associate's degree in criminal justice; bachelor's in administration; and bachelor's in investigations.

9.20 Was documentation on file to verify graduates classified on the CAR as "not available for placement"?

Yes No Not Applicable

9.21 Does the campus participate in Title IV financial aid?

Yes No (Skip to question 9.24)

9.22 Does the campus' written procedures (as evidenced by their academic credit analysis) support the written policy and definition of a credit hour as defined by the U.S. Department of Education for Title IV funding?

Yes No Not Applicable (Clock hour programs only)

9.23 Is there evidence that out-of-class work or the equivalency is being evaluated?

Yes No Not Applicable (Clock hour programs only)

If Yes, briefly describe the documentation of evaluation viewed on site.

The team interviewed students, faculty, and reviewed course syllabi to verify out-of-class work by students. Faculty provided the team with homework assignments submitted by students and graded elements. In addition, students interviewed by the team provided access to their homework assignments and provided evidence of graded homework.

9.24 Are the following appropriate to adequately support the number and nature of the program?

(a) Facilities.

Yes No

(b) Instructional equipment.

Yes No

(c) Resources.

- Yes No
 (d) Personnel.
 Yes No
- 9.25 Are the following elements appropriately incorporated into the instructional components of the program?
 (a) Systematic planning.
 Yes No
 (b) Well-defined instructional objectives.
 Yes No
 (c) The selection and use of appropriate and current learning materials.
 Yes No
 (d) Appropriate modes of instructional delivery.
 Yes No
 (e) The use of appropriate assessment strategies.
 Yes No
 (f) The use of appropriate experiences.
 Yes No
- 9.27 Do the faculty members' qualifications meet the minimum requirements outlined in the *Accreditation Criteria*, and are their qualifications academically and experientially appropriate to the subject matter they teach and the level of the credential awarded?
 Yes No
- 9.28 Is the size of the faculty appropriate to the total student enrollment?
 Yes No
- 9.29 Is an adequate core of full- and part-time faculty employed to ensure sound direction and continuity of development for the program?
 Yes No
- 9.30 Are teaching loads reasonable?
 Yes No
- 9.38 Is the number of hours required to complete the program at least 60 semester hours, 90 quarter hours, or their equivalent, earned over a period of four semesters, six quarters, or the equivalent?
 Yes No
- 9.39 Is there a minimum of 30 semester hours, 45 quarter hours, or their equivalent in courses within the area of concentration?
 Yes No
- 9.40 Does the curriculum quantitatively and qualitatively approximate the standards at other collegiate institutions offering the same degree?
 Yes No
- 9.41 Is enrollment in the second academic year of the two-year program sufficient to support regularly scheduled classes?
 Yes No Not Applicable (no students in the second year)
- 9.42 Are the second-year courses based upon appropriate first-year prerequisites?
 Yes No Not applicable
- 9.43 Is the number of hours required to complete the program at least 120 semester hours, 180 quarter hours, or their equivalent, earned over a period of eight semesters, 12 quarters, or the equivalent?
 Yes No
- 9.44 Is there a minimum of 60 semester hours, 90 quarter hours, or their equivalent in courses within the area of concentration?
 Yes No
- 9.45 If the institution offers only the last two years of the bachelor's degree program, do the catalog and all advertising materials clearly describe the requirements for admission?
 Yes No Not Applicable (institution offers all four years of the degree)
- 9.46 Does the curriculum quantitatively and qualitatively approximate the standards at other collegiate institutions offering the same degree?

Yes No

9.47 Is enrollment in the third and fourth years of the bachelor's program sufficient to support regularly scheduled classes and laboratory work?
 Yes No Not Applicable (no students in the third and fourth years)

9.48 Are the third- and fourth-year courses based upon appropriate prerequisites?
 Yes No

GENERAL COMMENTS:

Students interviewed by the team were positive with their comments regarding the program, instructors, support of the campus, and open communication.

COMMENDATIONS:

The team would like to compliment the campus for providing a mock courtroom to enhance the student learning experience.

9. PROGRAM EVALUATION

Bachelor's Degree in Business Administration- Accounting

Bachelor's Degree in Business Administration - Healthcare Management

Bachelor's Degree in Business Administration-Management

Academic Associate's Degree in Business Administration

FOR ALL PROGRAMS

9.01 Is licensure, certification or registration required to practice in the specific career field?
 Yes No (*Skip to question 9.02*)

9.02 Who is assigned to administer the academic program(s), and what are this person's qualifications?
 The program chair is Mr. Lawrence Langhorne and he is responsible for the administration of the business programs. The program chair has a bachelor's degree in Business Administration and a master's degree in Management. The program chair has extensive managerial experience in the banking and service industries.

9.03 Does this individual possess appropriate academic or experiential qualifications?
 Yes No

9.04 Is there evidence that the program administrator has sufficient authority and responsibility for the development and administration of the educational program(s)?
 Yes No

9.05 Are the time and resources devoted to the administration of the educational program(s) sufficient?
 Yes No

9.06 Does the program meet the needs of its students and the requirements of the Council, as shown by student achievement outcomes which meet or exceed- the standards for the following areas:
 (a) Student retention rate of 62%?
 Yes No Not Applicable (Additional Location Inclusion only)
 (b) Student placement rate of 58%?
 Yes No Not Applicable (Additional Location Inclusion only)

If *No* for either item does the Campus Effectiveness Plan (CEP) include data, analysis and activities to meet or exceed the relevant standard?
 Yes No Not Applicable (Additional location only)

9.07 List the community resources and describe how they are utilized to enrich the program(s).
 The program utilizes the following to enhance the learning environment of students in the business programs:

Field Trips: Students are given trips to several companies to conduct interviews with local businesses.

Business Clubs: Program chair has initiated the formation of a student business club to increase networking relationships between students and future employers.

Professional Advisory Committee (PAC): This PAC is managed by the program chair. The program has several companies that contribute to the learning environment and direction the program should take. The program chair continues to recruit additional firms to join.

- 9.08 Is the utilization of community resources sufficient to enrich the program?
 Yes No
- 9.09 Does the curriculum evidence a well-organized sequence of appropriate subjects leading to an occupational objective, an academic credential, or both?
 Yes No
- 9.10 Does the catalog and/or other advertising material such as brochures and web site, accurately describe the program and its objectives?
 Yes No
- 9.11 For programs that include practica, externships, or internships, does the institution have a written and mutually signed agreement that outlines the arrangement between the institution and the practicum site, including specific learning objectives, course requirements, and evaluation criteria?
 Yes No Not Applicable (these elements are not part of the program *or* no student is at the point of needing them)
- 9.12 Does the program use independent studies?
 Yes No (*Skip to question 9.14*)
- 9.14 Are the curriculum and length of the program appropriate to meet the educational and placement objectives of the program?
 Yes No
- 9.15 Are course prerequisites appropriate, are they identified in the catalog and on the course syllabi, and are they being followed?
 Yes No
- 9.16 Is an appropriately detailed syllabus on file for each course that includes:
- (a) Title and course descriptions
 Yes No
 - (b) Course numbers
 Yes No
 - (c) Course prerequisites and/or corequisites
 Yes No
 - (d) Instructional contact hours/credits
 Yes No
 - (e) Learning objectives
 Yes No
 - (f) Instructional materials and references
 Yes No
 - (g) Topical outline of the course
 Yes No
 - (h) Instructional methods
 Yes No
 - (i) Assessment criteria
 Yes No
 - (j) Method of evaluating students
 Yes No
 - (k) Date the syllabus was last reviewed
 Yes No
- For Title IV participant campuses that have lecture courses in credit hour programs or clock-to-credit hour programs only:***
- (l) Out-of-class work assignments that support the learning objectives for the course
 Yes No Not Applicable (Additional Location Inclusion)
 - (m) A description of the minimum amount of time a student is expected to spend on completion of the work assignments
 Yes No Not Applicable (Additional Location Inclusion)

9.17 Do students confirm that they receive a course syllabus and that it is followed?

Yes No

9.18 Are the courses available when needed by the student in the normal pursuit of a program of study?

Yes No

9.19 Was the team able to verify the backup documentation to support the placement rate for the program(s) as reported on the last Campus Accountability Report submitted to the Council?

Yes No Not Applicable (there have been no graduates)

How many calls to employers or graduates were attempted?

Academic associate's degree program: No graduates available for placement;

Bachelor's degree program in 1:

How many calls to employers or graduates were successful?

Academic associate's degree program in 0;

Bachelor's degree program in 1:

How many of the successful contacts confirmed the employment of the graduate as reported on the CAR? Please explain any discrepancy between the number of successful contacts and confirmations.

There was one successful contact that confirmed the employment of the graduates as reported on the 2012 CAR.

9.20 Was documentation on file to verify graduates classified on the CAR as "not available for placement"?

Yes No Not Applicable

In the Academic associate's degree program, one student was not placed based on medical reasons as documented in the 2012 CAR. There is an email statement from the student stating medical reasons are preventing her placement.

FOR NEW GRANTS AND INITIAL GRANTS ONLY

9.21 Does the campus participate in Title IV financial aid?

Yes No (Skip to question 9.24)

9.22 Does the campus' written procedures (as evidenced by their academic credit analysis) support the written policy and definition of a credit hour as defined by the U.S. Department of Education for Title IV funding?

Yes No Not Applicable (Clock hour programs only)

9.23 Is there evidence that out-of-class work or the equivalency is being evaluated?

Yes No Not Applicable (Clock hour programs only)

If Yes, briefly describe the documentation of evaluation viewed on site.

Student assignments are based on research of job prospects for companies in the Annandale area. The team verified proof of these out of class of assignments with the instructors.

FOR ALL VISITS

9.24 Are the following appropriate to adequately support the number and nature of the program?

(a) Facilities.

Yes No

(b) Instructional equipment.

Yes No

(c) Resources.

Yes No

(d) Personnel.

Yes No

9.25 Are the following elements appropriately incorporated into the instructional components of the program?

(a) Systematic planning.

Yes No

- (b) Well-defined instructional objectives.
 Yes No
- (c) The selection and use of appropriate and current learning materials.
 Yes No
- (d) Appropriate modes of instructional delivery.
 Yes No
- (e) The use of appropriate assessment strategies.
 Yes No
- (f) The use of appropriate experiences.
 Yes No

FOR NONDEGREE PROGRAMS, OCCUPATIONAL ASSOCIATE'S, ACADEMIC ASSOCIATE'S, AND BACHELOR'S DEGREES ONLY

- 9.27 Do the faculty members' qualifications meet the minimum requirements outlined in the *Accreditation Criteria*, and are their qualifications academically and experientially appropriate to the subject matter they teach and the level of the credential awarded?
 Yes No
- 9.28 Is the size of the faculty appropriate to the total student enrollment?
 Yes No

FOR OCCUPATIONAL ASSOCIATE'S, ACADEMIC ASSOCIATE'S, BACHELOR'S AND MASTER'S DEGREES ONLY

- 9.29 Is an adequate core of full- and part-time faculty employed to ensure sound direction and continuity of development for the program?
 Yes No

FOR ACADEMIC ASSOCIATE'S, BACHELOR'S, AND MASTER'S, DEGREES ONLY

- 9.30 Are teaching loads reasonable?
 Yes No

FOR ACADEMIC ASSOCIATE'S DEGREES ONLY

- 9.38 Is the number of hours required to complete the program at least 60 semester hours, 90 quarter hours, or their equivalent, earned over a period of four semesters, six quarters, or the equivalent?
 Yes No
- 9.39 Is there a minimum of 30 semester hours, 45 quarter hours, or their equivalent in courses within the area of concentration?
 Yes No
- 9.40 Does the curriculum quantitatively and qualitatively approximate the standards at other collegiate institutions offering the same degree?
 Yes No
- 9.41 Is enrollment in the second academic year of the two-year program sufficient to support regularly scheduled classes?
 Yes No Not Applicable (no students in the second year)
- 9.42 Are the second-year courses based upon appropriate first-year prerequisites?
 Yes No Not applicable

FOR BACHELOR'S DEGREES ONLY

- 9.43 Is the number of hours required to complete the program at least 120 semester hours, 180 quarter hours, or their equivalent, earned over a period of eight semesters, 12 quarters, or the equivalent?
 Yes No
- 9.44 Is there a minimum of 60 semester hours, 90 quarter hours, or their equivalent in courses within the area of concentration?
 Yes No

- 9.45 If the institution offers only the last two years of the bachelor's degree program, do the catalog and all advertising materials clearly describe the requirements for admission?
 Yes No Not Applicable (institution offers all four years of the degree)
- 9.46 Does the curriculum quantitatively and qualitatively approximate the standards at other collegiate institutions offering the same degree?
 Yes No
- 9.47 Is enrollment in the third and fourth years of the bachelor's program sufficient to support regularly scheduled classes and laboratory work?
 Yes No Not Applicable (no students in the third and fourth years)
- 9.48 Are the third- and fourth-year courses based upon appropriate prerequisites?
 Yes No

9. PROGRAM EVALUATION

Bachelor's Degree in Information and Network Technologies: Major in Computer Forensics

Bachelor's Degree in Information and Network Technologies: Major in Network Management

Bachelor's Degree in Information and Network Technologies: Major in Systems Securities

Academic Associate's Degree Information and Network Technology

FOR ALL PROGRAMS

- 9.01 Is licensure, certification or registration required to practice in the specific career field?
 Yes No (*Skip to question 9.02*)
- 9.02 Who is assigned to administer the academic program(s), and what are this person's qualifications?
 The School of Technology is administered by Mr. Maxwell Adjei-Turim. Mr. Adjei-Turim holds a bachelor's degree in Information Technology from the American Intercontinental University and Master's of Business Administration from University of Phoenix. Mr. Adjei-Turim holds Cisco Certified Network Associate and Cisco Academy Instructor Certifications. Prior to joining the institution, Mr. Adjei-Turim was the program chair of the Management Information Systems/Business program at Florida Career College for 3 years, network administrator at South County Mental Health Institute for 2 years, systems administrator at National PETScan Management for 2 years, and technical support representative at The Answer Group for 3 years.
- 9.03 Does this individual possess appropriate academic or experiential qualifications?
 Yes No
- 9.04 Is there evidence that the program administrator has sufficient authority and responsibility for the development and administration of the educational program(s)?
 Yes No
- 9.05 Are the time and resources devoted to the administration of the educational program(s) sufficient?
 Yes No
- 9.06 Does the program meet the needs of its students and the requirements of the Council, as shown by student achievement outcomes which meet or exceed- the standards for the following areas:
 (a) Student retention rate of 62%?
 Yes No Not Applicable (Additional Location Inclusion only)
 (b) Student placement rate of 58%?
 Yes No Not Applicable (Additional Location Inclusion only)
- 9.07 List the community resources and describe how they are utilized to enrich the program(s).
 The Information and Network Technologies programs utilize a Professional Advisory Committee (PAC), field trips, and guest speakers to gain insight from professionals doing business in these fields and to ensure that the students are learning the necessary skills to compete for jobs in those fields in this part of the Virginia area.
- 9.08 Is the utilization of community resources sufficient to enrich the program?
 Yes No

- 9.09 Does the curriculum evidence a well-organized sequence of appropriate subjects leading to an occupational objective, an academic credential, or both?
 Yes No
- 9.10 Does the catalog and/or other advertising material such as brochures and web site, accurately describe the program and its objectives?
 Yes No
- 9.11 For programs that include practica, externships, or internships, does the institution have a written and mutually signed agreement that outlines the arrangement between the institution and the practicum site, including specific learning objectives, course requirements, and evaluation criteria?
 Yes No Not Applicable (these elements are not part of the program *or* no student is at the point of needing them)
- 9.12 Does the program use independent studies?
 Yes No (*Skip to question 9.14*)
- 9.13 Are independent studies used appropriately, and is there a contract signed by the student and the institution that meets Council standards?
 Yes No
- 9.14 Are the curriculum and length of the program appropriate to meet the educational and placement objectives of the program?
 Yes No
- 9.15 Are course prerequisites appropriate, are they identified in the catalog and on the course syllabi, and are they being followed?
 Yes No
- 9.16 Is an appropriately detailed syllabus on file for each course that includes:
- (a) Title and course descriptions
 Yes No
 - (b) Course numbers
 Yes No
 - (c) Course prerequisites and/or corequisites
 Yes No
 - (d) Instructional contact hours/credits
 Yes No
 - (e) Learning objectives
 Yes No
 - (f) Instructional materials and references
 Yes No
 - (g) Topical outline of the course
 Yes No
 - (h) Instructional methods
 Yes No
 - (i) Assessment criteria
 Yes No
 - (j) Method of evaluating students
 Yes No
 - (k) Date the syllabus was last reviewed
 Yes No
- For Title IV participant campuses that have lecture courses in credit hour programs or clock-to-credit hour programs only:***
- (l) Out-of-class work assignments that support the learning objectives for the course
 Yes No Not Applicable (Additional Location Inclusion)
 - (m) A description of the minimum amount of time a student is expected to spend on completion of the work assignments
 Yes No Not Applicable (Additional Location Inclusion)
- 9.17 Do students confirm that they receive a course syllabus and that it is followed?
 Yes No
- 9.18 Are the courses available when needed by the student in the normal pursuit of a program of study?
 Yes No

- 9.19 Was the team able to verify the backup documentation to support the placement rate for the program(s) as reported on the last Campus Accountability Report submitted to the Council?

Yes No Not Applicable (there have been no graduates)

How many calls to employers or graduates were attempted?

Academic associate's degree program in Information and Network Technology: No graduates

Bachelor's degree program in Information and Network Technology, Major in Computer Forensics: 1

Bachelor's degree program in Information and Network Technology: 3

Bachelor's degree program in Information and Network Technology, Major in Systems Securities: 3

How many calls to employers or graduates were successful?

Academic associate's degree program in Information and Network Technology: No graduates

Bachelor's degree program in Information and Network Technology, Major in Computer Forensics: 1

Bachelor's degree program in Information and Network Technology: 3

Bachelor's degree program in Information and Network Technology, Major in Systems Securities: 3

How many of the successful contacts confirmed the employment of the graduate as reported on the CAR? Please explain any discrepancy between the number of successful contacts and confirmations.

Academic associate's degree program in Information and Network Technology: No graduates

Bachelor's degree program in Information and Network Technology, Major in Computer Forensics: 1

Bachelor's degree program in Information and Network Technology: 3

Bachelor's degree program in Information and Network Technology, Major in Systems Securities: 3

- 9.20 Was documentation on file to verify graduates classified on the CAR as "not available for placement"?

Yes No Not Applicable

FOR NEW GRANTS AND INITIAL GRANTS ONLY

- 9.21 Does the campus participate in Title IV financial aid?

Yes No (Skip to question 9.24)

- 9.22 Does the campus' written procedures (as evidenced by their academic credit analysis) support the written policy and definition of a credit hour as defined by the U.S. Department of Education for Title IV funding?

Yes No Not Applicable (Clock hour programs only)

- 9.23 Is there evidence that out-of-class work or the equivalency is being evaluated?

Yes No Not Applicable (Clock hour programs only)

If Yes, briefly describe the documentation of evaluation viewed on site.

The team reviewed graded homework during the classroom interviews.

FOR ALL VISITS

- 9.24 Are the following appropriate to adequately support the number and nature of the program?

(a) Facilities.

Yes No

(b) Instructional equipment.

Yes No

(c) Resources.

Yes No

(d) Personnel.

Yes No

- 9.25 Are the following elements appropriately incorporated into the instructional components of the program?

(a) Systematic planning.

Yes No

(b) Well-defined instructional objectives.

Yes No

(c) The selection and use of appropriate and current learning materials.

Yes No

(d) Appropriate modes of instructional delivery.

Yes No

(e) The use of appropriate assessment strategies.

Yes No

(f) The use of appropriate experiences.

Yes No

FOR NONDEGREE PROGRAMS, OCCUPATIONAL ASSOCIATE'S, ACADEMIC ASSOCIATE'S, AND BACHELOR'S DEGREES ONLY

9.27 Do the faculty members' qualifications meet the minimum requirements outlined in the *Accreditation Criteria*, and are their qualifications academically and experientially appropriate to the subject matter they teach and the level of the credential awarded?

Yes No

9.28 Is the size of the faculty appropriate to the total student enrollment?

Yes No

FOR OCCUPATIONAL ASSOCIATE'S, ACADEMIC ASSOCIATE'S, BACHELOR'S AND MASTER'S DEGREES ONLY

9.29 Is an adequate core of full- and part-time faculty employed to ensure sound direction and continuity of development for the program?

Yes No

FOR ACADEMIC ASSOCIATE'S, BACHELOR'S, AND MASTER'S, DEGREES ONLY

9.30 Are teaching loads reasonable?

Yes No

FOR BACHELOR'S DEGREES ONLY

9.43 Is the number of hours required to complete the program at least 120 semester hours, 180 quarter hours, or their equivalent, earned over a period of eight semesters, 12 quarters, or the equivalent?

Yes No

9.44 Is there a minimum of 60 semester hours, 90 quarter hours, or their equivalent in courses within the area of concentration?

Yes No

9.45 If the institution offers only the last two years of the bachelor's degree program, do the catalog and all advertising materials clearly describe the requirements for admission?

Yes No Not Applicable (institution offers all four years of the degree)

9.46 Does the curriculum quantitatively and qualitatively approximate the standards at other collegiate institutions offering the same degree?

Yes No

9.47 Is enrollment in the third and fourth years of the bachelor's program sufficient to support regularly scheduled classes and laboratory work?

Yes No Not Applicable (no students in the third and fourth years)

9.48 Are the third- and fourth-year courses based upon appropriate prerequisites?

Yes No

GENERAL COMMENTS:

The team found the programs were well-conceived, directed, and taught.

COMMENDATIONS:

The team found a well run campus with compatent caring faculty, administration and staff, all dedicated to the single goal of student success. Students interviewed were pleased by the education received and felt they were acquiring the necessary skills to be competitive in the global market place.

9. PROGRAM EVALUATION

Academic Associate's Degree in Graphic Design and Multi Media Bachelor's Degree in Animation Bachelor's Degree in Visual Communications

FOR ALL PROGRAMS

- 9.01 Is licensure, certification or registration required to practice in the specific career field?
 Yes No (Skip to question 9.02)
- 9.02 Who is assigned to administer the academic program(s), and what are this person's qualifications?
 Mr. Jeff Fiore administers the academic programs of Graphic Design, Visual Communications and Animation in both associate and bachelor degree levels. He holds a bachelor's degree in Digital Media/Animation from East Tennessee State University and a master's degree in Interactive Design and Game Development from Savannah College of Art and Design. Mr. Fiore has been at the institution for about four and one-half years and in the position of academic chair for two years. As chair, he oversees a total of one full-time and five part time instructors. In the programs of Graphic Design, Visual Communications and Animation, he oversees one full-time and three part time instructors. Mr. Fiore teaches approximately 8 hours a week in addition to his duties as design programs administrator. He also holds professional membership in AIGA (American Institute of Graphic Arts). Prior to his tenure at Westwood/Annandale, Mr. Fiore worked for drafting firms as an architectural draftsman for survey drafting and website design. As a freelance designer, he was owner and director of his design firm, J. Fiore Studio.
- 9.03 Does this individual possess appropriate academic or experiential qualifications?
 Yes No
- 9.04 Is there evidence that the program administrator has sufficient authority and responsibility for the development and administration of the educational program(s)?
 Yes No
- 9.05 Are the time and resources devoted to the administration of the educational program(s) sufficient?
 Yes No
- 9.06 Does the program meet the needs of its students and the requirements of the Council, as shown by student achievement outcomes which meet or exceed- the standards for the following areas:
 (a) Student retention rate of 62%?
 Yes No Not Applicable (Additional Location Inclusion only)
 (b) Student placement rate of 58%?
 Yes No Not Applicable (Additional Location Inclusion only)
- 9.07 List the community resources and describe how they are utilized to enrich the program(s).
 The greater metropolitan Washington, DC area offers a wide range of unique professional applications for design graduates looking for placement in the fields of graphic design, animation and visual communications. The PAC (Professional Advisory Committee) members represent a wide range of individuals from corporate, educational and design fields who also come to the campus as guest speakers and act as advisors to the curriculum. The Art Director's Club of Metro Washington, which offers student memberships, allows for networking of professionals with students who are still in school. A working relationship has been created between the Annandale Chamber of Commerce and Westwood graphic design students that work together on the production of banners, public area graphics and high profile logos for the purpose of establishing a new, contemporary identity to enhance the City of Annandale's commercial public space and tourist appeal.
- 9.08 Is the utilization of community resources sufficient to enrich the program?
 Yes No
- 9.09 Does the curriculum evidence a well-organized sequence of appropriate subjects leading to an occupational objective, an academic credential, or both?
 Yes No
- 9.10 Does the catalog and/or other advertising material such as brochures and web site, accurately describe the program and its objectives?
 Yes No
- 9.11 For programs that include practica, externships, or internships, does the institution have a written and mutually signed agreement that outlines the arrangement between the institution and the practicum site, including specific learning objectives, course requirements, and evaluation criteria?

Yes No Not Applicable (these elements are not part of the program *or* no student is at the point of needing them)

9.12 Does the program use independent studies?

Yes No (*Skip to question 9.14*)

9.13 Are independent studies used appropriately, and is there a contract signed by the student and the institution that meets Council standards?

Yes No

9.14 Are the curriculum and length of the program appropriate to meet the educational and placement objectives of the program?

Yes No

9.15 Are course prerequisites appropriate, are they identified in the catalog and on the course syllabi, and are they being followed?

Yes No

9.16 Is an appropriately detailed syllabus on file for each course that includes:

(a) Title and course descriptions

Yes No

(b) Course numbers

Yes No

(c) Course prerequisites and/or corequisites

Yes No

(d) Instructional contact hours/credits

Yes No

(e) Learning objectives

Yes No

(f) Instructional materials and references

Yes No

(g) Topical outline of the course

Yes No

(h) Instructional methods

Yes No

(i) Assessment criteria

Yes No

(j) Method of evaluating students

Yes No

(k) Date the syllabus was last reviewed

Yes No

For Title IV participant campuses that have lecture courses in credit hour programs or clock-to-credit hour programs only:

(l) Out-of-class work assignments that support the learning objectives for the course

Yes No Not Applicable (Additional Location Inclusion)

(m) A description of the minimum amount of time a student is expected to spend on completion of the work assignments

Yes No Not Applicable (Additional Location Inclusion)

9.17 Do students confirm that they receive a course syllabus and that it is followed?

Yes No

9.18 Are the courses available when needed by the student in the normal pursuit of a program of study?

Yes No

9.19 Was the team able to verify the backup documentation to support the placement rate for the program(s) as reported on the last Campus Accountability Report submitted to the Council?

Yes No Not Applicable (there have been no graduates)

How many calls to employers or graduates were attempted?

Two calls were attempted to employers/graduates in the academic associate's degree in Graphic Design.

Three calls were attempted to employers/graduates with a bachelor's degree in Visual Communications.

Five calls were attempted to employers/graduates with a bachelor's degree in the Animation program.

How many calls to employers or graduates were successful?

Two calls were successful in the academic associate's degree in Graphic Design program.
 Three calls were successful in the bachelor's degree in Visual Communications program.
 Three calls were successful in the bachelor's degree in Animation program.

How many of the successful contacts confirmed the employment of the graduate as reported on the CAR? Please explain any discrepancy between the number of successful contacts and confirmations.

Two calls confirmed the employment of graduates with an academic associate's degree in Graphic Design as reported on the 2012 CAR.
 Three calls confirmed the employment of graduate's with a bachelor's degree in Visual Communication as reported on the 2012 CAR.
 Three calls confirmed the employment of graduates with a bachelor's degree in Animation as reported on the 2012 CAR.

- 9.20 Was documentation on file to verify graduates classified on the CAR as "not available for placement"?
- Yes No Not Applicable

FOR NEW GRANTS

- 9.21 Does the campus participate in Title IV financial aid?
- Yes No (*Skip to question 9.24*)
- 9.22 Does the campus' written procedures (as evidenced by their academic credit analysis) support the written policy and definition of a credit hour as defined by the U.S. Department of Education for Title IV funding?
- Yes No Not Applicable (Clock hour programs only)
- 9.23 Is there evidence that out-of-class work or the equivalency is being evaluated?
- Yes No Not Applicable (Clock hour programs only)

If Yes, briefly describe the documentation of evaluation viewed on site.

The team was presented graded homework and recorded grades along with portfolios.

FOR ALL VISITS

- 9.24 Are the following appropriate to adequately support the number and nature of the program?
- (a) Facilities.
 Yes No
- (b) Instructional equipment.
 Yes No
- (c) Resources.
 Yes No
- (d) Personnel.
 Yes No
- 9.25 Are the following elements appropriately incorporated into the instructional components of the program?
- (a) Systematic planning.
 Yes No
- (b) Well-defined instructional objectives.
 Yes No
- (c) The selection and use of appropriate and current learning materials.
 Yes No
- (d) Appropriate modes of instructional delivery.
 Yes No
- (e) The use of appropriate assessment strategies.
 Yes No
- (f) The use of appropriate experiences.
 Yes No

FOR ACADEMIC ASSOCIATE'S, AND BACHELOR'S DEGREES

- 9.27 Do the faculty members' qualifications meet the minimum requirements outlined in the *Accreditation Criteria*, and are their qualifications academically and experientially appropriate to the subject matter they teach and the level of the credential awarded?
- Yes No
- 9.28 Is the size of the faculty appropriate to the total student enrollment?
- Yes No

FOR ACADEMIC ASSOCIATE'S AND BACHELOR'S DEGREES

- 9.29 Is an adequate core of full- and part-time faculty employed to ensure sound direction and continuity of development for the program?
 Yes No
- 9.30 Are teaching loads reasonable?
 Yes No

FOR ACADEMIC ASSOCIATE'S DEGREES ONLY

- 9.38 Is the number of hours required to complete the program at least 60 semester hours, 90 quarter hours, or their equivalent, earned over a period of four semesters, six quarters, or the equivalent?
 Yes No
- 9.39 Is there a minimum of 30 semester hours, 45 quarter hours, or their equivalent in courses within the area of concentration?
 Yes No
- 9.40 Does the curriculum quantitatively and qualitatively approximate the standards at other collegiate institutions offering the same degree?
 Yes No
- 9.41 Is enrollment in the second academic year of the two-year program sufficient to support regularly scheduled classes?
 Yes No Not Applicable (no students in the second year)
- 9.42 Are the second-year courses based upon appropriate first-year prerequisites?
 Yes No Not applicable

FOR BACHELOR'S DEGREES ONLY

- 9.43 Is the number of hours required to complete the program at least 120 semester hours, 180 quarter hours, or their equivalent, earned over a period of eight semesters, 12 quarters, or the equivalent?
 Yes No
- 9.44 Is there a minimum of 60 semester hours, 90 quarter hours, or their equivalent in courses within the area of concentration?
 Yes No
- 9.45 If the institution offers only the last two years of the bachelor's degree program, do the catalog and all advertising materials clearly describe the requirements for admission?
 Yes No Not Applicable (institution offers all four years of the degree)
- 9.46 Does the curriculum quantitatively and qualitatively approximate the standards at other collegiate institutions offering the same degree?
 Yes No
- 9.47 Is enrollment in the third and fourth years of the bachelor's program sufficient to support regularly scheduled classes and laboratory work?
 Yes No Not Applicable (no students in the third and fourth years)
- 9.48 Are the third- and fourth-year courses based upon appropriate prerequisites?
 Yes No

GENERAL COMMENTS:

The team reviewed student portfolios in the areas of video, graphic design and photography and found them to be adequate for the purpose of securing employment in their particular area of concentration in the work force.

9. PROGRAM EVALUATION**Bachelor's Degree in Construction Management****Academic Associate's Degree in Construction Management****FOR ALL PROGRAMS**

- 9.01 Is licensure, certification or registration required to practice in the specific career field?
 Yes No (Skip to question 9.02)
- 9.02 Who is assigned to administer the academic program(s), and what are this person's qualifications?
 Mr. Ronald Keele is the lead instructor and is assigned to administer the academic programs. He holds a master's degree from the University of Maryland, a bachelor's degree in Civil Engineering from Virginia Tech. He also has certificates in Safety Engineering and as a Professional Engineer. He also has more than twenty-five years of experience in the industry.
- 9.03 Does this individual possess appropriate academic or experiential qualifications?
 Yes No
- 9.04 Is there evidence that the program administrator has sufficient authority and responsibility for the development and administration of the educational program(s)?
 Yes No
- 9.05 Are the time and resources devoted to the administration of the educational program(s) sufficient?
 Yes No
- 9.06 Does the program meet the needs of its students and the requirements of the Council, as shown by student achievement outcomes which meet or exceed- the standards for the following areas:
 (a) Student retention rate of 62%?
 Yes No Not Applicable (Additional Location Inclusion only)
 (b) Student placement rate of 58%?
 Yes No Not Applicable (Additional Location Inclusion only)
- If *No* for either item does the Campus Effectiveness Plan (CEP) include data, analysis and activities to meet or exceed the relevant standard?
 Yes No Not Applicable
- 9.07 List the community resources and describe how they are utilized to enrich the program(s).
 Westwood College has current documentation of the following community resources:
 1. Field trips such as visits to various Washington D.C. rail line construction sites.
 2. Guest Speaker on the subjects of Green Technologies, Revit, and AutoCad software.
 3. Professional Advisory Committee (PAC) meeting minutes. The PAC consists of local professionals in the industry.
- 9.08 Is the utilization of community resources sufficient to enrich the program?
 Yes No
- 9.09 Does the curriculum evidence a well-organized sequence of appropriate subjects leading to an occupational objective, an academic credential, or both?
 Yes No
- 9.10 Does the catalog and/or other advertising material such as brochures and web site, accurately describe the program and its objectives?
 Yes No
- 9.11 For programs that include practica, externships, or internships, does the institution have a written and mutually signed agreement that outlines the arrangement between the institution and the practicum site, including specific learning objectives, course requirements, and evaluation criteria?
 Yes No Not Applicable (these elements are not part of the program *or* no student is at the point of needing them)
- 9.12 Does the program use independent studies?
 Yes No (Skip to question 9.14)
- 9.13 Are independent studies used appropriately, and is there a contract signed by the student and the institution that meets Council standards?
 Yes No
- 9.14 Are the curriculum and length of the program appropriate to meet the educational and placement objectives of the program?
 Yes No
- 9.15 Are course prerequisites appropriate, are they identified in the catalog and on the course syllabi, and are they being followed?

Yes No

9.16 Is an appropriately detailed syllabus on file for each course that includes:

(a) Title and course descriptions

Yes No

(b) Course numbers

Yes No

(c) Course prerequisites and/or corequisites

Yes No

(d) Instructional contact hours/credits

Yes No

(e) Learning objectives

Yes No

(f) Instructional materials and references

Yes No

(g) Topical outline of the course

Yes No

(h) Instructional methods

Yes No

(i) Assessment criteria

Yes No

(j) Method of evaluating students

Yes No

(k) Date the syllabus was last reviewed

Yes No

For Title IV participant campuses that have lecture courses in credit hour programs or clock-to-credit hour programs only:

(l) Out-of-class work assignments that support the learning objectives for the course

Yes No Not Applicable (Additional Location Inclusion)

(m) A description of the minimum amount of time a student is expected to spend on completion of the work assignments

Yes No Not Applicable (Additional Location Inclusion)

9.17 Do students confirm that they receive a course syllabus and that it is followed?

Yes No

9.18 Are the courses available when needed by the student in the normal pursuit of a program of study?

Yes No

9.19 Was the team able to verify the backup documentation to support the placement rate for the program(s) as reported on the last Campus Accountability Report submitted to the Council?

Yes No Not Applicable (there have been no graduates)

How many calls to employers or graduates were attempted?

Academic associate's degree program in Construction Management: No Graduates

Bachelor's degree program in Construction Management: 6

How many calls to employers or graduates were successful?

Academic associate's degree program in Construction Management: No Graduates

Bachelor's degree program in Construction Management: 5

How many of the successful contacts confirmed the employment of the graduate as reported on the CAR? Please explain any discrepancy between the number of successful contacts and confirmations.

All five graduates were successful contacts that confirmed employment of the graduates reported on the 2012 CAR.

If *No*, insert "Section 3-1-303(a)" in parentheses and explain:

(Section 3-1-303(a)): Based on backup documentation reviewed for the placement of the graduates in the bachelor's degree program, the team determined that the following three graduates who were classified as being placed in a related field were not classified accurately.

1. Maria Pocklington was placed as an Intelligence Analyst at Olgoonik. The institution provided self-described job duties as evidence and it was determined that this was not a related field for Construction Management.

2. Gideon Sarbah was placed as a Handler at the United States Postal Service. The institution provided self-described job duties as evidence it was determined that this was not a related field for Construction Management.

3. Junior Yigzaw was placed as a Security Supervisor at Admiral Security Service. The institution provided self-described job duties as evidence it was determined that this was not a related field for Construction Management.

- 9.20 Was documentation on file to verify graduates classified on the CAR as “not available for placement”?
 Yes No Not Applicable

FOR NEW GRANTS AND INITIAL GRANTS ONLY

- 9.21 Does the campus participate in Title IV financial aid?
 Yes No (*Skip to question 9.24*)

- 9.22 Does the campus’ written procedures (as evidenced by their academic credit analysis) support the written policy and definition of a credit hour as defined by the U.S. Department of Education for Title IV funding?
 Yes No Not Applicable (Clock hour programs only)

- 9.23 Is there evidence that out-of-class work or the equivalency is being evaluated?
 Yes No Not Applicable (Clock hour programs only)

If Yes, briefly describe the documentation of evaluation viewed on site.

The course instructors produced graded homework that was relative to the course objectives.

FOR ALL VISITS

- 9.24 Are the following appropriate to adequately support the number and nature of the program?

(a) Facilities.
 Yes No

(b) Instructional equipment.
 Yes No

(c) Resources.
 Yes No

(d) Personnel.
 Yes No

- 9.25 Are the following elements appropriately incorporated into the instructional components of the program?

(a) Systematic planning.
 Yes No

(b) Well-defined instructional objectives.
 Yes No

(c) The selection and use of appropriate and current learning materials.
 Yes No

(d) Appropriate modes of instructional delivery.
 Yes No

(e) The use of appropriate assessment strategies.
 Yes No

(f) The use of appropriate experiences.
 Yes No

FOR NONDEGREE PROGRAMS, OCCUPATIONAL ASSOCIATE’S, ACADEMIC ASSOCIATE’S, AND BACHELOR’S DEGREES ONLY

- 9.27 Do the faculty members’ qualifications meet the minimum requirements outlined in the *Accreditation Criteria*, and are their qualifications academically and experientially appropriate to the subject matter they teach and the level of the credential awarded?
 Yes No

- 9.28 Is the size of the faculty appropriate to the total student enrollment?
 Yes No

FOR OCCUPATIONAL ASSOCIATE'S, ACADEMIC ASSOCIATE'S, BACHELOR'S AND MASTER'S DEGREES ONLY

- 9.29 Is an adequate core of full- and part-time faculty employed to ensure sound direction and continuity of development for the program?
 Yes No

FOR ACADEMIC ASSOCIATE'S, BACHELOR'S, AND MASTER'S, DEGREES ONLY

- 9.30 Are teaching loads reasonable?
 Yes No

FOR ACADEMIC ASSOCIATE'S DEGREES ONLY

- 9.38 Is the number of hours required to complete the program at least 60 semester hours, 90 quarter hours, or their equivalent, earned over a period of four semesters, six quarters, or the equivalent?
 Yes No
- 9.39 Is there a minimum of 30 semester hours, 45 quarter hours, or their equivalent in courses within the area of concentration?
 Yes No
- 9.40 Does the curriculum quantitatively and qualitatively approximate the standards at other collegiate institutions offering the same degree?
 Yes No
- 9.41 Is enrollment in the second academic year of the two-year program sufficient to support regularly scheduled classes?
 Yes No Not Applicable (no students in the second year)
- 9.42 Are the second-year courses based upon appropriate first-year prerequisites?
 Yes No Not applicable

FOR BACHELOR'S DEGREES ONLY

- 9.43 Is the number of hours required to complete the program at least 120 semester hours, 180 quarter hours, or their equivalent, earned over a period of eight semesters, 12 quarters, or the equivalent?
 Yes No
- 9.44 Is there a minimum of 60 semester hours, 90 quarter hours, or their equivalent in courses within the area of concentration?
 Yes No
- 9.45 If the institution offers only the last two years of the bachelor's degree program, do the catalog and all advertising materials clearly describe the requirements for admission?
 Yes No Not Applicable (institution offers all four years of the degree)
- 9.46 Does the curriculum quantitatively and qualitatively approximate the standards at other collegiate institutions offering the same degree?
 Yes No
- 9.47 Is enrollment in the third and fourth years of the bachelor's program sufficient to support regularly scheduled classes and laboratory work?
 Yes No Not Applicable (no students in the third and fourth years)
- 9.48 Are the third- and fourth-year courses based upon appropriate prerequisites?
 Yes No

GENERAL COMMENTS:

The team found the program chair, lead instructor and faculty are passionate about assuring that students are well informed about the changes to the construction industry. They have several guest speakers to present information on Green Technology.

COMMENDATIONS:

The team recommends more faculty observations on an ongoing basis.

9. PROGRAM EVALUATION

Academic Associate's Degree in Computer Aided Drafting/Architectural Design

Bachelor's Degree in Interior Design

FOR ALL PROGRAMS

- 9.01 Is licensure, certification or registration required to practice in the specific career field?
 Yes No (Skip to question 9.02)
- 9.02 Who is assigned to administer the academic program(s), and what are this person's qualifications?
 Mr. Jeff Fiore is the chair of the School of Design and administers the academic programs of Computer Aided Drafting/Architectural Design and Interior Design. Mr. Fiore has been at the institution for about four and one-half years and in the position of program chair for two years. Mr. Fiore oversees one full time and five part time instructors. The Computer Aided Drafting/Architectural Design and Interior Design, utilizes two of the part time instructors. Mr. Fiore teaches approximately 8 hours a week in addition to his duties as design chair. He holds professional membership in AIGA (American Institute of Graphic Arts). Prior to his tenure at Westwood College, Mr. Fiore worked in the field as an architectural draftsman, a survey draftsman and website designer. As a freelance designer, he was owner and director of his design firm, J. Fiore Studio. Mr. Fiore's academic and experiential background makes him well suited to be program chair. However, he does not have sufficient expertise in interior design. Appropriately, Ms. Kirstin Bonner, has been appointed lead instructor of Interior Design. Ms. Bonner has a bachelor's degree in Interior Design from Mount Vernon College, George Washington University, 1985. Ms. Bonner has worked for Westwood College Annandale campus for the last six years, and has been lead instructor for the last three years. Her work experience includes twelve years as principal of her own design firm, and nine years as design manager of office furniture firms. Ms. Bonner's academic and experiential background make her well suited to her position as lead instructor of the Interior Design program.
- 9.03 Does this individual possess appropriate academic or experiential qualifications?
 Yes No
- 9.04 Is there evidence that the program administrator has sufficient authority and responsibility for the development and administration of the educational program(s)?
 Yes No
- 9.05 Are the time and resources devoted to the administration of the educational program(s) sufficient?
 Yes No
- 9.06 Does the program meet the needs of its students and the requirements of the Council, as shown by student achievement outcomes which meet or exceed- the standards for the following areas:
 (a) Student retention rate of 62%?
 Yes No Not Applicable (Additional Location Inclusion only)
 (b) Student placement rate of 58%?
 Yes No Not Applicable (Additional Location Inclusion only)
- 9.07 List the community resources and describe how they are utilized to enrich the program(s).
 There is documented evidence of guest speakers, field trips, portfolio presentations, and professional advisory committee meetings. One unique event was the creation of Annandale's Historic Town Center. The scope of the project was to reclaim a circular area in the heart of Annandale. Using urban design techniques, the space will include revised automobile patterns, landscaping, façade definitions, and local signage. The project involved all the programs in the School of Design. Ultimately, the project was presented to Annandale Chamber of Commerce.
- 9.08 Is the utilization of community resources sufficient to enrich the program?
 Yes No
- 9.09 Does the curriculum evidence a well-organized sequence of appropriate subjects leading to an occupational objective, an academic credential, or both?
 Yes No
- 9.10 Does the catalog and/or other advertising material such as brochures and web site, accurately describe the program and its objectives?
 Yes No

- 9.11 For programs that include practica, externships, or internships, does the institution have a written and mutually signed agreement that outlines the arrangement between the institution and the practicum site, including specific learning objectives, course requirements, and evaluation criteria?
 Yes No Not Applicable (these elements are not part of the program *or* no student is at the point of needing them)
- 9.12 Does the program use independent studies?
 Yes No (*Skip to question 9.14*)
- 9.13 Are independent studies used appropriately, and is there a contract signed by the student and the institution that meets Council standards?
 Yes No
- 9.14 Are the curriculum and length of the program appropriate to meet the educational and placement objectives of the program?
 Yes No
- 9.15 Are course prerequisites appropriate, are they identified in the catalog and on the course syllabi, and are they being followed?
 Yes No

If *No*, insert the section number in parentheses and explain:

(Section 3-1-513(b) and Glossary): The team could find no documented reasoning for the following students:

Student Robert Jordan took INT306 Space Planning without successfully completing CD121 Basic Cad it's prerequisite.

Student Tiffany Clark took INT306 Space Planning without successfully completing CD121 Basic Cad it's prerequisite.

Student Christian Medrano took CADD Computer Aided Design II and CADD121 Computer Aided Design I without successfully completing their prerequisite CADD111 Basic Drafting.

- 9.16 Is an appropriately detailed syllabus on file for each course that includes:
- (a) Title and course descriptions
 Yes No
 - (b) Course numbers
 Yes No
 - (c) Course prerequisites and/or corequisites
 Yes No
 - (d) Instructional contact hours/credits
 Yes No
 - (e) Learning objectives
 Yes No
 - (f) Instructional materials and references
 Yes No
 - (g) Topical outline of the course
 Yes No
 - (h) Instructional methods
 Yes No
 - (i) Assessment criteria
 Yes No
 - (j) Method of evaluating students
 Yes No
 - (k) Date the syllabus was last reviewed
 Yes No
- For Title IV participant campuses that have lecture courses in credit hour programs or clock-to-credit hour programs only:***
- (l) Out-of-class work assignments that support the learning objectives for the course
 Yes No Not Applicable (Additional Location Inclusion)
 - (m) A description of the minimum amount of time a student is expected to spend on completion of the work assignments
 Yes No Not Applicable (Additional Location Inclusion)
- 9.17 Do students confirm that they receive a course syllabus and that it is followed?
 Yes No
- 9.18 Are the courses available when needed by the student in the normal pursuit of a program of study?
 Yes No

- 9.19 Was the team able to verify the backup documentation to support the placement rate for the program(s) as reported on the last Campus Accountability Report submitted to the Council?
 Yes No Not Applicable (there have been no graduates)

How many calls to employers or graduates were attempted?

Academic associate's degree program in Computer Aided Drafting/Architectural Design: 3

Bachelor's degree program in Interior Design: 4

How many calls to employers or graduates were successful?

Academic associate's degree program in Computer Aided Drafting/Architectural Design: 2

Bachelor's degree program in Interior Design: 1

How many of the successful contacts confirmed the employment of the graduate as reported on the CAR? Please explain any discrepancy between the number of successful contacts and confirmations.

There were 2 successful contacts that confirmed employment of a graduate in the academic associate's degree in Computer Aided Drafting/Architectural Design according to the 2012 CAR.

There was one successful contact that confirmed employment of a graduate in the bachelor's degree in Interior Design according to the 2012 CAR.

- 9.20 Was documentation on file to verify graduates classified on the CAR as "not available for placement"?
 Yes No Not Applicable

FOR NEW GRANTS AND INITIAL GRANTS ONLY

- 9.21 Does the campus participate in Title IV financial aid?
 Yes No (*Skip to question 9.24*)
- 9.22 Does the campus' written procedures (as evidenced by their academic credit analysis) support the written policy and definition of a credit hour as defined by the U.S. Department of Education for Title IV funding?
 Yes No Not Applicable (Clock hour programs only)
- 9.23 Is there evidence that out-of-class work or the equivalency is being evaluated?
 Yes No Not Applicable (Clock hour programs only)

If *Yes*, briefly describe the documentation of evaluation viewed on site.

Out-of-class work was evaluated through graded quizzes, tests, in class presentations, turned in papers and turned in projects.

FOR ALL VISITS

- 9.24 Are the following appropriate to adequately support the number and nature of the program?
- (a) Facilities.
 Yes No
- (b) Instructional equipment.
 Yes No
- (c) Resources.
 Yes No
- (d) Personnel.
 Yes No
- 9.25 Are the following elements appropriately incorporated into the instructional components of the program?
- (a) Systematic planning.
 Yes No
- (b) Well-defined instructional objectives.
 Yes No
- (c) The selection and use of appropriate and current learning materials.
 Yes No
- (d) Appropriate modes of instructional delivery.
 Yes No
- (e) The use of appropriate assessment strategies.

- Yes No
 (f) The use of appropriate experiences.
 Yes No

FOR NONDEGREE PROGRAMS, OCCUPATIONAL ASSOCIATE'S, ACADEMIC ASSOCIATE'S, AND BACHELOR'S DEGREES ONLY

- 9.27 Do the faculty members' qualifications meet the minimum requirements outlined in the *Accreditation Criteria*, and are their qualifications academically and experientially appropriate to the subject matter they teach and the level of the credential awarded?
 Yes No
- 9.28 Is the size of the faculty appropriate to the total student enrollment?
 Yes No

FOR OCCUPATIONAL ASSOCIATE'S, ACADEMIC ASSOCIATE'S, BACHELOR'S AND MASTER'S DEGREES ONLY

- 9.29 Is an adequate core of full- and part-time faculty employed to ensure sound direction and continuity of development for the program?
 Yes No

FOR ACADEMIC ASSOCIATE'S, BACHELOR'S, AND MASTER'S, DEGREES ONLY

- 9.30 Are teaching loads reasonable?
 Yes No

FOR ACADEMIC ASSOCIATE'S DEGREES ONLY

- 9.38 Is the number of hours required to complete the program at least 60 semester hours, 90 quarter hours, or their equivalent, earned over a period of four semesters, six quarters, or the equivalent?
 Yes No
- 9.39 Is there a minimum of 30 semester hours, 45 quarter hours, or their equivalent in courses within the area of concentration?
 Yes No
- 9.40 Does the curriculum quantitatively and qualitatively approximate the standards at other collegiate institutions offering the same degree?
 Yes No
- 9.41 Is enrollment in the second academic year of the two-year program sufficient to support regularly scheduled classes?
 Yes No Not Applicable (no students in the second year)
- 9.42 Are the second-year courses based upon appropriate first-year prerequisites?
 Yes No Not applicable

FOR BACHELOR'S DEGREES ONLY

- 9.43 Is the number of hours required to complete the program at least 120 semester hours, 180 quarter hours, or their equivalent, earned over a period of eight semesters, 12 quarters, or the equivalent?
 Yes No
- 9.44 Is there a minimum of 60 semester hours, 90 quarter hours, or their equivalent in courses within the area of concentration?
 Yes No
- 9.45 If the institution offers only the last two years of the bachelor's degree program, do the catalog and all advertising materials clearly describe the requirements for admission?
 Yes No Not Applicable (institution offers all four years of the degree)
- 9.46 Does the curriculum quantitatively and qualitatively approximate the standards at other collegiate institutions offering the same degree?
 Yes No
- 9.47 Is enrollment in the third and fourth years of the bachelor's program sufficient to support regularly scheduled classes and laboratory work?

Yes No Not Applicable (no students in the third and fourth years)

9.48 Are the third- and fourth-year courses based upon appropriate prerequisites?

Yes No

GENERAL COMMENTS:

The team found students and instructors all showed a passion and dedication for learning.

COMMENDATIONS:

The team found one unique event was the creation of Annandale's Historic Town Center. The scope of the project was to reclaim a circular area in the heart of Annandale. Using urban design techniques, the space will include revised automobile patterns, landscaping, façade definitions, and local signage. The project involved all the programs in the School of Design. Ultimately, the project was presented to Annandale Chamber of Commerce

Summary of Citations

The institution is not in compliance with the *Accreditation Criteria* in the following area:

Citation	Description
3- 1- 303(a)	Three students in the Construction Management bachelor's program are not place in field as reported on the CAR(P. 46).
3-1-441(c) & 3-1-111	Follow-up studies on graduates are not being conducted by the institution at specific measuring points following placement of the graduates(P. 5, 13) .
3-1-516(a(i))	There is not appropriate documentation to evidence that the ten hour lecture portion of the MED1299 Externship is scheduled appropriately as stated in the externship syllabi(P. 16).
3-1-513(b)	Courses are not available when needed by the student in the normal pursuit of the program and prerequisites are not being followed(P. 49).
3-1-543 & Glossary	Documentation of professional growth is not available for all faculty members (P. 17).
3-1-202(b)	Documentation of evaluations is not maintained for all faculty (P. 6).
3-1-420	The team finds that the implementation of the Standards of Satisfactory Progress does not comply with the requirements of the listed criteria (P. 10).

RECOMMENDATIONS

The evaluation team offers the following recommendations for the institution's consideration.

(These recommendations are not included in the report seen by the Council):

1. The team recommends that staff files be maintained to contain all pertinent information and verifying documents of staff credentials and professional experience.
2. The team found that during interviews with two separate groups of medical assisting students enrolled in both diploma and degree programs, the team was informed that students were mandated to complete some medical testing before being placed at the externship sites. Students expressed dissatisfaction with the requirements stating that they were not informed about the mandatory testing at enrollment or before the externship placement, and that they were put into very difficult circumstances related to their inability to pay for these tests. During the time of the visit, the team investigated the concern and found that the campus does provide students with a statement at the time of the admission that verbates the requirements. Although the statement is clear, given the confusion expressed by the students the team recommends that the campus specifically explain that particular component of the enrollment agreement, at the time of admission, so students are made aware and understand what is required before they get to the externship placement phase.
3. The team recommends that some equipment be updated to more current industry standards especially in the areas of graphic design and animation. Students stated, as per interview, that work could be expedited with newer, updated versions of both hardware and software equipment.
4. The team found the majority of the Interior Design classes are taught in two rooms in the West Wing 6th floor. Neither of those rooms had computers installed in them. When computers are needed they bring in a cart of laptops. It is recommended that additional computers be provided in the rooms for the students use before, during and after class. The team also recommends expanding the part time instructor pool to allow for a more diverse perspective in teaching and experience.



NEW GRANT VISIT REPORT

WESTWOOD COLLEGE-ARLINGTON BALLSTON
4420 North Fairfax Drive, Suite 400
Arlington, Virginia 22203
ACICS ID Code: 00027060

Mr. Lauck Walton, Campus President (lwalton@westwood.edu)
 Campus E-mail Address: 27060@westwood.edu

MAIN CAMPUS
 Westwood College-South Bay
 Torrance, California
 ACICS ID Code: 00027056

September 11-12, 2013

Thomas Duff	Chair	Retired, University of Minnesota Duluth	Duluth, MN
Betty Herard	Student-Relations Specialist	Global Learning Strategies	Birmingham, AL
Richard Murphree	Educational Activities and Library Specialist	Effectual Business Services	Eagle, ID
Terry Campbell	Criminal Justice Specialist	Kaplan University	Okeechobee, FL
Thomas Evans	Business Administration Specialist	St. Petersburg College	Largo, FL
Steve Johnson	Information Technology Specialist	Kaplan & Victory Universities	Memphis, TN
Barry Phillips	Graphic Design and Visual Communications Specialist	Art Director/Designer	Burleson, TX
Charles Saunders	Construction Management Specialist	CADDPLUS	Owen Cross Roads, AL
Sabrina Cruz	Medical Specialist	Sanford-Brown Institute	New York, NY
Karly Ziegler	Staff Representative	ACICS	Washington, DC

**PROGRAMS OFFERED BY
WESTWOOD COLLEGE – ARLINGTON BALLSTON
ARLINGTON, VIRGINIA**

CREDEN- TIAL EARNED (As defined by the institution)	ACICS CREDEN- TIAL	APPROVED PROGRAM TITLE	Clock Hrs.	Qtr. Hrs.	Enroll: Full- time/ Part- time	CAR Retention & Placement			
						2012		2011	
						Ret.	Pla.	Ret.	Pla.
Diploma	Diploma	Medical Assisting	955	69.5	28 / 5	85.5%	NG	NA	NA
Associate of Applied Science (AAS) Degree Programs—ACICS Credential = Academic Associate:									
AAS	Acad Assoc	Business Administration	910	90	37 / 10	NA	NA	NA	NA
AAS	Acad Assoc	Construction Management	965	90	12 / 3	NA	NA	NA	NA
AAS	Acad Assoc	Criminal Justice	905	90	47 / 20	NA	NA	NA	NA
AAS	Acad Assoc	Graphic Design	1205	90	10 / 8	55.6%	100%	53.8%	66.7%
AAS	Acad Assoc	Information and Network Technology	1205	90	22 / 15	70%	NG	53.8%	NG
AAS	Acad Assoc	Medical Assisting	1180	92	4 / 3	NA	NA	NA	NA
Bachelor of Science (BS) Degree Programs:									
BS	Bachelor	Business Administration: Accounting	1820	180	2 / 1	90.9%	NG	64.7%	NG
BS	Bachelor	Business Admin: Healthcare Management	1820	180	5 / 4	65.5%	100%	59.4%	NG
BS	Bachelor	Business Administration: Management	1820	180	20 / 10	61.1%	100%	54.9%	NG
BS	Bachelor	Business Admin: Marketing Management	1820	180	0 / 3	87.5%	0%*	50%	NG
BS	Bachelor	Construction Management	1945	180	9 / 4	70.7%	85.7%	64.5%	100%
BS	Bachelor	Criminal Justice: Administration	1820	180	32 / 13	62.1%	72.7%	55%	77.4%
BS	Bachelor	Criminal Justice: Investigations	1820	180	18 / 6	80.6%	NG	NA	NA
BS	Bachelor	Graphic Design: Animation	2330	180	4 / 6	73.3%	0%*	63.6%	60%
BS	Bachelor	Graphic Design: Game Art	2325	180	2 / 2	76.7%	0%*	75.6%	33.3%
BS	Bachelor	Graphic Design: Visual Communications	2305	180	8 / 6	79.5%	42.9*	55.1%	100%
BS	Bachelor	Info Technologies: Computer Forensics	2305	180	4 / 0	68.9%	0%*	58.5%	NG
BS	Bachelor	Info Technologies: Network Management	2350	180	8 / 6	70.9%	71.4%	48.6%	NG
BS	Bachelor	Info Technologies: Systems Security	2350	180	0 / 1	0%	NG	100%	NG
The following programs have been approved by ACICS, and the first classes will be offered in October 2013:									
AAS	Acad Assoc	Electronics Technology	1260	90.5	0 / 0	NA	NA	NA	NA
AAS	Acad Assoc	Health Information Technology	1270	103.5	0 / 0	NA	NA	NA	NA
AOS**	Occupational Associate's	Information Technology	1265	91.5	0 / 0	NA	NA	NA	NA

TOTAL ENROLLMENT = 400

Notes:

NA = No enrollment in program during the CAR period

NG = No graduates from the program during the CAR period

Bold = Retention rate below 62% or placement rate below 58%.

*Programs with fewer than 10 graduates; no program improvement plan required.

**Associate of Occupational Science degree

INTRODUCTION

Westwood College Arlington Ballston is one of 14 campuses owned and operated by Alta College, Inc., located in Denver, Colorado. In addition to the 14 campuses located in California, Colorado, Georgia, Illinois, and Virginia, there is a Westwood College Online unit located in Denver which has consortium agreements to offer online courses for all 14 Westwood College campuses, including the Arlington Ballston campus.

The Arlington Ballston campus initially started offering programs in October 2005 at a facility located in Roslyn, Virginia, in the Washington, DC, metro area. Operations were later moved to a location on Wilson Boulevard in Arlington County (commonly referred to as "Arlington"), Virginia. The move of just a few blocks from Wilson Boulevard to the current location at 4420 North Fairfax Drive in Arlington started in July 2011, and all educational program and administrative functions were finally moved and operating in approximately 40,000 square feet of space in the five-story building at the current location in July 2012.

Arlington County (Arlington) is located in northern Virginia on the south bank of the Potomac River directly across from the District of Columbia. Due to the county's location, it is the headquarters for many departments and agencies of the United States federal government, including the Department of Defense, the U.S. Drug Enforcement Agency, and the Defense Advanced Research Projects Agency (DARPA). With a land area of only 26 square miles, Arlington is the geographically smallest county in the nation and the only county with no other incorporated towns within its border. The many federal agencies, government contractors, and service industries in Arlington, contribute to the area's stable economy and make it one of the highest income counties in the United States.

As reported on the previous page, at the time of the visit there was a total of 400 students enrolled in 1 (one) diploma, 7 academic associate's degree, and 13 bachelor's degree programs at the Arlington Ballston campus. Approximately, 30 students were enrolled in the diploma program, 200 in the associate's degree programs, and 170 in the bachelor's degree programs. Approximately 300 of the students were enrolled on a full-time basis, 100 on a part-time basis; roughly 75% of the students were classified as day students and 25% as evening students. In addition to the students completing courses onsite at the campus, the campus president provided data indicating there was a total of 77 different Arlington Ballston students enrolled in a total of 36 different online courses being offered and taught by faculty from the Westwood College Online unit in Denver.

Based on the most recent data available, the Campus Effectiveness Plan reports the student population is 57% male, 43% female; and the average is 33.8 years. Of those reporting it on the survey form provided when the most recent data was collected, the ethnicity of the student population was 79% African American, 6% multi-racial, 4% Caucasian, 3% Hispanic, and 1% Asian---with approximately 7% of the students not reporting their ethnicity.

It is important to note that all Westwood College campuses converted to a curriculum called the Career Advantage Program (CAP) in 2012. All programs were reviewed by system curriculum committees and modified to be more efficiently delivered. A major change resulting from the implementation of the CAP curriculum is that most courses were changed from granting 3.5 quarter credits to 4.5 quarter credits. A second major change was the development of more associate's degree programs. For example, the Arlington Ballston campus started its associate's degree programs in Business Administration, Construction Management, and Criminal Justice in August 2012 and in Medical Assisting in May 2013. Further, as reported at the bottom of the table on the previous page, the campus has been approved to offer and plans to start its first classes in October 2013 for new associate's degree programs in Electronics Technology, Health Information Technology, and Information Technology.

1. MISSION

- 1.01 Give the page number in the campus catalog on which the mission statement can be found.
 The Westwood College mission statement appears on page 8 of the current catalog—2013 Catalog-6613, Volume 4-No. 2, revised May 2013.
- 1.02 Does the campus have an appropriate mission statement with a set of supporting objectives?
 Yes No
- 1.03 Are the objectives devoted substantially to career-related education?
 Yes No
- 1.04 Are the objectives reasonable for the following?
 (a) The programs of instruction
 Yes No
 (b) The modes of delivery.
 Yes No
 (c) The facilities of the campus.
 Yes No
- 1.05 Are the mission statement and supporting objectives appropriately disclosed in the campus catalog and in other publications that are readily available and understandable to the public?
 Yes No
- 1.06 Is the campus committed to successful implementation of its mission?
 Yes No
- 1.07 Does the campus have a current Campus Effectiveness Plan (CEP)?
 Yes No
- 1.08 If the campus is an additional location, does the additional location have its own CEP, separate from the main campus IEP?
 Yes No Not Applicable
- 1.09 Does the CEP describe the following?
 (a) The characteristics of the programs offered.
 Yes No
 (b) The characteristics of the student population.
 Yes No
 (c) The types of data that will be used for assessment.
 Yes No
 (d) Specific goals to improve the educational processes.
 Yes No
 (e) Expected outcomes of the plans.
 Yes No
- 1.10 Are the following five required elements evaluated in the CEP?
 (a) Student retention.
 Yes No
 (b) Student placement.
 Yes No Not Applicable (new additional location only)
 (c) Level of graduate satisfaction.
 Yes No Not Applicable (new additional location only)
 (d) Level of employer satisfaction.
 Yes No Not Applicable (new additional location only)
 (e) Student learning outcomes.

Yes No

1.11 Define the student learning outcomes used by the campus and how these outcomes are being assessed.

The CEP identifies certification exams, capstone grades, and cumulative GPA as student learning outcomes and states that "these assessments are linked together to form a comprehensive evaluation of student learning."

1.12 Are the following identified and described in the CEP?

(a) The baseline data for each outcome.

Yes No Not Applicable

(b) The data used by the campus to assess each outcome.

Yes No Not Applicable

(c) How the data was collected.

Yes No Not Applicable

(d) An analysis and summary of the data collected and an explanation of how the data will be used to improve the educational processes.

Yes No Not Applicable

1.13 Has the campus published annual placement and retention goals in its CEP that take into account its rates from the last three Campus Accountability Reports and that demonstrate its ability to maintain or improve retention and placement outcomes?

Yes No Not Applicable (new additional location or initial applicant only)

The CEP reports that the goals for retention and placement for the 2013 CAR period are 70% and 75%, respectively.

1.14 Has the campus published specific activities that will be undertaken to meet placement and retention goals?

Yes No Not Applicable (new additional location only)

1.15 Describe the specific activities that the campus will undertake to meet these goals.

Following are some of the activities to be undertaken to achieve the retention rate goal: Holding "Student Success" meetings twice weekly to discuss at-risk students and create action plans to provide support to these students; shift the responsibility for returning students from Student Support to Admissions; revamp the Transportation Assistance program to provide better holistic support to students and to seek to link these students with Career Services earlier.

Following are some of the activities to be undertaken to achieve the placement rate goal: Rather than starting the career services process when graduation is nearing, administration has reset the goal for students to be employed in their field prior to graduation; increase the number and frequency of job fairs on campus; advance the date of the "Grad Fest"--a program for potential graduates--to the START of the graduation term rather than conducting this program the week before the end of the term as has been done previously.

1.16 Does the campus have documentation to show the following?

(a) That the CEP has been implemented.

Yes No

(b) That specific activities listed in the plan have been completed.

Yes No

(c) That periodic progress reports have been completed.

Yes No

1.17 Who is responsible for implementing and monitoring the CEP? Describe this individual's qualifications. If a committee is utilized please describe the committee.

Mr. M. Lauck Walton, campus president, is responsible for implementing and monitoring the CEP. He holds a bachelor's degree in Psychology and a master's degree in Business Administration from Rensselaer Polytechnic Institute in Troy, New York. Mr. Walton was initially employed by Westwood College as the campus president of the Annandale, Virginia, campus in April 2005 and became president of the Arlington campus in October 2012. He served as an ACICS staff member from 1990-1998 and then worked in other for-profit career schools prior to starting with Westwood.

Mr. Walton leads a CEP Steering Committee that develops, reviews, analyzes, maintains, and monitors the CEP. The committee consists of the campus president, academic dean, director of admissions, director of career services, director of student finance, director of student support, and the campus program chairs.

- 1.18 Does the campus have documentation to show that the CEP is evaluated at least annually?
 Yes No Not Applicable (new additional location or initial applicant only)

GENERAL COMMENTS:

Overall, the team found the CEP to be complete, well organized, and well written. The campus administrative leaders are committed to using the CEP as a major campus planning tool. It is clear from the review of CEP documents and discussion with campus administrators that the CEP for the Westwood College Arlington Ballston campus is being developed, maintained, and used to continuously improve educational and administrative activities and achieve campus goals and objectives, just as the Council desires.

2. ORGANIZATION

- 2.01 Is the following information regarding the campus appropriately stated in the catalog?
 (a) Governance, control, and corporate organization.
 Yes No
 (b) Names of the trustees, directors, and/or officers.
 Yes No
 (c) Names of the administrators.
 Yes No
- 2.02 Does the campus:
 (a) Adequately train its employees?
 Yes No
 (b) Provide them with constant and proper supervision?
 Yes No
 (c) Evaluate their work?
 Yes No
- 2.03 Is the administration of the campus efficient and effective?
 Yes No
- 2.04 Does the campus maintain written documentation to show that faculty and staff members:
 (a) Clearly understand their duties and responsibilities?
 Yes No
 (b) Know the person to whom they report?
 Yes No
 (c) Understand the standards by which the success of their work is measured?
 Yes No
- 2.05 Does the administration maintain documentation of the evaluation of the faculty and staff?
 Yes No
- 2.06 Has the campus adopted a policy on academic freedom that has been communicated to the faculty?
 Yes No
- 2.07 Does the campus have an appropriate grievance policy for faculty and staff?
 Yes No
- 2.08 Does the campus catalog or the student handbook contain an appropriate grievance policy for students that includes the name and address of ACICS?
 Yes No Not Applicable (initial applicants only)

2.09 Who is responsible for the financial oversight of the campus, and what are this person's qualifications?

The campus president, Mr. M. Lauck Walton, is responsible for implementing and monitoring the CEP. As noted in the previous section, he holds a bachelor's degree in Psychology and a master's degree in Business Administration from Rensselaer Polytechnic Institute in Troy, New York. Mr. Walton was initially employed by Westwood College as the campus president of the Annandale, Virginia, campus in April 2005 and became president of the Arlington campus in October 2012. He served as an ACICS staff member from 1990-1998 and then worked in other for-profit career schools prior to starting with Westwood.

GENERAL COMMENTS:

The team found the current organizational structure and campus management team to be promoting a spirit of understanding, cooperation, and responsibility among faculty, staff, and administration. Performance standards and monitoring controls that support satisfactory administrative functions are in place at the campus.

3. ADMINISTRATION

3.01 Is there evidence that the chief on-site administrator(s) or the self-study coordinator for the campus attended an accreditation workshop within 18 months prior to the final submission of the self-study?

Yes No

3.02 Are all staff well trained to carry out administrative functions?

Yes No

3.03 Who is the on-site administrator, and what are this person's qualifications?

Mr. M. Lauck Walton, campus president, has been the on-site administrator at the Westwood College Arlington campus since October 2012. As stated previously, he holds a bachelor's degree in Psychology and a master's degree in Business Administration from Rensselaer Polytechnic Institute in Troy, New York. Mr. Walton was initially employed by Westwood College as the campus president of the Annandale, Virginia, campus in April 2005. Prior to starting work with Westwood, he served as an ACICS staff member from 1990-1998 and then worked in other for-profit career schools prior to starting with Westwood.

3.04 Does the campus list degrees of staff members in the catalog?

Yes No

If Yes, is appropriate evidence of the degrees on file?

Yes No

3.05 Is there evidence that the campus keeps adequate records to support the following administrative operations?

(a) Financial aid activities.

Yes No Not Applicable (campus does not participate in financial aid)

(b) Admissions.

Yes No

(c) Curriculum.

Yes No

(d) Accreditation and licensure.

Yes No

(e) Guidance.

Yes No

(f) Instructional resources.

Yes No

(g) Supplies and equipment.

Yes No

(h) The school plant.

Yes No

(i) Faculty and staff.

Yes No

(j) Student activities.

Yes No

(k) Student personnel.

Yes No

3.06 Does the campus admit ability-to-benefit students?

Yes No (*Skip to Question 3.11.*)

3.11 Do student files contain evidence of graduation from high school or the equivalent?

Yes No

3.12 Are appropriate transcripts maintained for all students?

Yes No

3.13 Is the grading system fully explained on the transcript, and is it consistent with the grading system that appears in the campus catalog?

Yes No

3.14 Are student records protected from theft, fire, water damage, or other possible loss?

Yes No

3.15 Does the campus maintain transcripts for all students indefinitely?

Yes No

3.16 Does the campus maintain admissions data and other records for at least five years from the last date of attendance for all students?

Yes No

GENERAL COMMENTS:

Based on review and observation of operations while on the campus, the visit team feels the current campus leadership team and staff are well prepared and trained to carry out the administrative functions they are assigned. Further, administrative functions are generally coordinated and carried out to serve the educational mission and objectives of the programs being offered and the campus overall.

4. RELATIONS WITH STUDENTS

4.01 How many student files were reviewed during the evaluation?

The team reviewed a total of 41 files selected from the following groups of students: pending graduates, Financial Aid probations, Financial Aid warnings, satisfactory academic progress (SAP) warnings, SAP dismissals, active students, graduates, re-entries, and transfers.

4.02 Does the campus ensure that its student relations reflect high ethical standards?

Yes No

4.03 Does the campus have appropriate admissions criteria?

Yes No

4.04 Does the campus contract with third parties for admissions and recruiting purposes?

Yes No

4.05 Is there evidence to document that admissions criteria are applied consistently to all students admitted under the same version of the admissions criteria (e.g., that students admitted into specific programs for the same start date are admitted under the same admissions criteria)?

Yes No

4.06 Does the admissions policy conform to the campus's mission?

Yes No

4.07 Is the admissions policy publicly stated?

Yes No

4.08 Is the admissions policy administered as written?

Yes No

4.09 Does the campus use an enrollment agreement for each enrolled student that :

(a) Clearly outlines the financial obligations of both the institution and the student?

Yes No

(b) Outlines all program related tuition and fees?

Yes No

(c) Has a signature of the student and the appropriate school representative?

Yes No

Is there evidence that a copy of the agreement has been provided to the student?

Yes No

4.10 Who is responsible for the oversight of student recruitment at the campus and what are this person's qualifications?

Mr. Isaiah Brooms, director of admissions, is responsible for the oversight of student recruitment at the campus. He holds a bachelor's degree in Education from Bradley University in Peoria, IL. Mr. Brooms started as an admissions representative on campus in 2006 and became assistant director of admissions in 2007 prior to becoming the director of admissions in 2009. Prior to starting at Westwood College, Mr. Brooms worked as a teacher in the Chicago public school system for one year and as assistant director of admissions for Culver Academies for three years.

4.11 How is the team able to verify that the recruiting process for new students is ethical and compatible with the educational objectives for the campus?

Mr. Brooms described the the campus step-by-step recruitment process with the team. The process includes phone scripts that representatives are required to utilize, and the "College You" web-based guided presentation. The web-based presentation is one hour in length, and it includes disclosures on job placement stats, local career stats and financial aid data. The team viewed the presentation and initiated several interactive scenarios to verify general and programmatic accuracy. Based on its review, the team believes the campus recruiting process for new students is ethical and compatible with the education objectives for the campus.

4.12 Are individuals engaged in admissions or recruitment activities communicating current and accurate information regarding the following?

(a) Courses and programs.

Yes No

(b) Services.

Yes No

(c) Tuition.

Yes No

(d) Terms.

Yes No

(e) Operating policies.

Yes No

4.13 Does the campus use prospective student names obtained as a result of a survey, canvass, or promise of future employment or income while a student, or as a result of other marketing activity?

Yes No

If Yes, is the name of the campus clearly identified, and is there evidence that the reason for usage of the name has been communicated to the student?

Yes No

4.14 Does the state in which the campus operates require representatives to be licensed or registered?

Yes No

4.15 Are the titles of recruitment and enrollment personnel appropriate?

Yes No

- 4.16 Does someone other than recruitment and enrollment personnel make final decisions regarding financial aid eligibility, packaging, awarding, and disbursement?
 Yes No Not Applicable (campus does not participate in financial aid)
- 4.17 Are all recruiters supervised by the campus to ensure that their activities are in compliance with all applicable standards?
 Yes No
- 4.18 Does the campus have written policies and procedures for evaluating and accepting transfer of credit?
 Yes No
- 4.19 Is there evidence that the campus properly awards transfer of credit?
 Yes No Not Applicable
- 4.20 Does the campus publicize its transfer credit policies, including policies related to accepting transfer credit from another campus?
 Yes No
- 4.21 Has the campus established articulation agreements with other institutions?
 Yes No (*Skip to question 4.23 for Master's Degree Programs or 4.24 for all programs*)
- If Yes, has the campus published a list of institutions with which it has established the agreements?
 Yes No
- 4.22 Does the campus provide documented notification to students of the articulation agreements and the transferability of credits in the programs that are offered?
 Yes No
- 4.24 Is the standards of satisfactory academic progress policy published in the catalog?
 Yes No
- If Yes, state the page number(s) where the standards of satisfactory academic progress policy is published?
 The standards of satisfactory academic progress policy is published on pages 70-73 of the catalog reviewed during the visit.
- 4.25 Does the standards of satisfactory academic progress (SAP) policy published in the catalog contain the following?
 (a) A definition of the maximum time frame allowed for students to complete a program as 1.5 times the normal program length.
 Yes No
 (b) A schedule that designates the minimum percentage of work that a student must successfully complete at the end of each evaluation increment to complete the program within the maximum time frame.
 Yes No
 (c) Procedures for re-establishing satisfactory academic progress.
 Yes No
 (d) A definition of the effects of the following on the CGPA and successful course-completion percentage:
 Withdrawals.
 Yes No
 Incomplete grades.
 Yes No
 Repeated courses.
 Yes No
 Non-punitive grades.
 Yes No Not Applicable (campus does not offer)
 Non-credit or remedial courses.
 Yes No Not Applicable (campus does not offer)
 A warning status.
 Yes No Not Applicable (campus does not use)
 A probationary period.
 Yes No
 An appeal process.

Yes No

An extended-enrollment status.

Yes No Not Applicable (campus does not offer)

The effect when a student changes programs.

Yes No Not Applicable (campus only offers one program of study)

The effect when a student seeks to earn an additional credential.

Yes No Not Applicable (campus only offers one credential)

The implications of transfer credit.

Yes No

4.26 Does the campus apply its SAP standards consistently to all students?

Yes No

4.27 Are students who are not making satisfactory academic progress properly notified?

Yes No Not Applicable (no students are in violation of SAP)

4.28 Is SAP evaluated at the end of each academic year or at 50% of the normal program length if the program is one academic year in length or shorter?

Yes No

4.29 Is SAP evaluated at the end of the second academic year and at the end of each subsequent academic year where students must have a minimum CGPA of 2.0 on a scale of 4.0 or its equivalent?

Yes No Not Applicable (all programs are one year or less)

4.30 Are students who are not making satisfactory academic progress at the end of the second year dismissed?

Yes No Not Applicable (all programs are less than two years)

4.31 Are qualitative and quantitative components evaluated cumulatively for all periods of a student's enrollment?

Yes No

4.32 Are students allowed to remain on financial aid while under warning status?

Yes No Not Applicable (campus does not participate in financial aid)

If Yes, is the student informed of this policy?

Yes No

4.33 Are students whose appeals are granted due to mitigating circumstances placed on probation, eligibility for financial aid reinstated and considered to be making satisfactory academic progress?

Yes No

4.34 Are students who are placed in an extended-enrollment status denied eligibility for federal financial aid (unless there are mitigating circumstances)?

Yes No Not Applicable (campus does not have extended enrollment and/or does not participate in financial aid)

4.35 Do credits attempted during the extended-enrollment status count toward the 1.5 times of normal program length?

Yes No Not Applicable (campus does not have extended enrollment)

4.36 For students who have exceeded one and one-half times the standard time frame and were awarded the original credential, were any additional financial obligations waived?

Yes No Not Applicable (there is no such student)

4.37 Are students required to have a minimum CGPA of 2.0 or its equivalent upon graduation from all programs?

Yes No

4.38 Who is responsible for the administration of satisfactory academic progress, and what are this person's qualifications?

Ms. Emily Lawson, campus registrar, is responsible for the administration of satisfactory academic progress (SAP) at the Alrington Ballston campus. She holds a bachelor's degree in Psychology from the University of Virginia in Charlottesville, VA, and a master's degree in School Psychology from Bowie State University in Bowie MD. At the time of the visit, Ms. Lawson was in her second week on the job. Prior to starting in her current position, she worked for five years as a director of records at Global Health College. She also served as school psychology intern and day care specialist at county public schools and parks and recreation agencies.

4.39 Does the campus encourage and assist students who are experiencing difficulty in progressing satisfactorily in their programs?
 Yes No

4.40 Does the campus finance any of the following? (Mark all that apply.)

(a) Scholarships.

(b) Grants.

(c) Loans.

(d) The campus does not offer scholarships, grants, and/or loans. (*Skip to Question 4.42.*)

If Yes for any item, does the campus properly identify all scholarship, grant, and loan programs?

Yes No

4.41 Does the campus fully disclose the terms, conditions, and application procedures regarding campus loan, scholarship and grant programs in its catalog?

Yes No

4.42 Are all similarly circumstanced students who enrolled at the same time and in the same programs charged the same tuition and fees?

Yes No

4.43 Are tuition and fees clearly stated in the catalog?

Yes No

If Yes, have students confirmed receiving a copy of the catalog?

Yes No Not Applicable

4.44 Do the financial records of students clearly show the following?

(a) Charges.

Yes No

(b) Dates for the posting of tuition.

Yes No

(c) Fees.

Yes No

(d) Other charges.

Yes No

(e) Payments.

Yes No

(f) Dates of payment.

Yes No

(g) The balance after each transaction.

Yes No

4.45 Is the effective date listed on announcements of changes in tuition and fees?

Yes No Not Applicable (campus has not changed tuition or fees)

4.46 Is the campus' refund policy published in the catalog?

Yes No

4.47 Is the refund policy fair, equitable, and applicable to all students?

Yes No

4.48 Is the campus following its stated refund policy?

Yes No

4.49 Does the campus participate in Title IV financial aid?

Yes No *(Skip to question 4.57)*

4.50 Who is responsible on-site for administering student financial aid, and what are this person's qualifications?

Ms. Marsha Molina, director of student finance, is responsible for administering student financial aid at the campus. She holds a bachelor's degree in Business Administration from Strayer University in Herndon, VA. and is currently enrolled in a masters of business administration degree program at the University of Phoenix. Ms. Molina has been director of student financial aid on campus since March 2013. Prior to starting at the Westwood Arlington Ballston campus, she worked as senior reconciliation specialist, manger of title IV funds, manager of corporate financial aid, business office manager, and retention coordinator at various career schools including Strayer University and ITT Institute.

4.51 Is the person who determines the amount of student awards *not* also responsible for disbursing those awards?

Yes No

4.52 Are final student financial aid award determinations made by administrative individuals who are *not* responsible for recruitment?

Yes No

4.53 Is the financial aid administrator a member of a state, regional, or national financial aid association and up to date on procedures and changes in the field?

Yes No

4.54 Describe how the financial aid office stays current with regulation and policy changes in financial aid (include all appropriate memberships in professional organizations held by this individual).

The campus director of student finance and her staff stay current with regulation and policy changes by keeping current memberships with Virginia Association of Student Financial Aid Administrators (VASFAA), and attending VASFAA conferences and industry events; through "Dear Colleague Letters" from the Department of Education; and "Center Update Calls" and financial aid staff training provided by Westwood College central administration. Then team also verified Ms. Molina's membership and active participation with the National Association of Student Financial Aid Administrators (NASFAA).

4.55 Is there evidence that the financial aid administrator regularly participates in professional awareness activities?

Yes No

4.56 Does the campus have a written policy that accurately reflects the U.S. Department of Education's definition of a credit hour for credit hour programs and/or clock-to-credit hour programs, including conversion ratios?

Yes No

4.57 Does the campus provide discounts for cash received in advance of the normal payment schedule?

Yes No *(Skip to question 4.58.)*

If *Yes*, is there evidence that the campus provides a copy of the written policy to all student applicants prior to enrollment?

Yes No

If *Yes*, is the size of the discount based on the financial benefit that the campus receives from the payment of cash earlier than would be required under the normal tuition payment schedule?

Yes No Not Applicable

4.58 Describe the student services offered by the campus such as, but not limited to, structured tutoring, academic or personal counseling, student orientation, etc.

Student support identified the three greatest challenges that students deal with on this campus to be: transportation, childcare, and employment. The solutions provided for students facing these challenges include a metrocard program that provide students with metrocards during the school year. The cost of these metrocards is included as a fee in the students' financial ledgers, thereby allowing the expense to be funded through students' financial aid accounts. The team viewed an array of housing resource books

containing updated available apartments, shared apartments, and shared rooms listings. Students can view one or all of the three apartment listing books for the District of Columbia, Maryland and Virginia areas. Additionally, the campus has a contract with the University City Apartments (UCA). UCA is an apartment complex that focuses on rentals to college students, essentially serving as a dorm provider schools that do not have dorm facilities. Packets containing resources for family and homelessness issues are provided to students on a needed basis. The support center also provides a daycare information resource book for students facing daycare issues. Employment issues are referred to career services.

The services described above are offered to address the three greatest challenges identified for students at the campus. In addition, the campus librarian manages a structured tutoring program for students needing academic assistance, and a food bank program for students is coordinated by the Student Support area.

- 4.59 Are follow-up studies on graduate and employer satisfaction conducted at specific measuring points following the placement of the campus' graduates?
 Yes No Not Applicable

If *No*, insert the section number in parentheses and explain:

(Section 3-1-441(c)): The Arlington Ballston campus does not conduct follow-up studies on graduate and employer satisfaction at specific measuring points following the placement of campus graduates. The campus does collect data to determine students' satisfaction with campus operations just prior to their graduation. The campus also collected feedback from 5 of 50 members of program advisory committees employers to determine employer satisfaction. However, the employer feedback is not being collected at specific measuring points following placement of graduates. Further, given the relatively low response rate and the small number of respondents, most research design experts and statisticians would advise against drawing conclusions and making decisions based on the feedback collected from the five advisory committee members.

Campus president, M. Lauck Walton, informed the team that Westwood College corporate is aware of this area of non-compliance being present at all of the campuses and is in the process of developing plans and a system for collecting the required graduate and employer satisfaction information. The collection of data and processing of responses to determine the results will be completed at the corporate level. Analysis of the findings will be done at the campus level.

- 4.60 Who is the person on staff responsible for the oversight of counseling students on employment opportunities, and what are this person's qualifications?
 Mr. George Jefferson, director of career services, is responsible for the oversight of counseling students on employment opportunities at the campus. He holds both a bachelor's degree, and a master's degree, both in Business Administration, from Howard University in Washington, DC. Mr. Jefferson has been director of career services on campus since June 2012. Prior to starting at Arlington Ballston campus, he worked for 20 years as a director of job placement and admissions at Omega School of Audio Engineering and as associate director of student life at Montgomery College.

- 4.61 Does the campus offer employment assistance to all students?
 Yes No Not Applicable (campus enrolls only international students on a student visa)

- 4.62 Does the campus use placement percentages or salary projections as part of its recruiting activities?
 Yes No

If *Yes*, explain:

Salary projections and placement percentages are discussed with students during their recruitment process.

If *Yes*, does the campus maintain the required data on its graduates and nongraduates?

Yes No

- 4.63 The beginning enrollment on the most current Campus Accountability Report (CAR) is 414
 The ending enrollment reported on the previous year's CAR is 414

- 4.64 Was the team able to verify the retention rate for the campus and for each program as reported on the Campus Accountability Report (CAR) last submitted to the Council?
 Yes No Not Applicable

- 4.65 Are students who receive financial aid counseled concerning their student loan repayment obligations?
 Yes No Not Applicable (campus does not participate in financial aid)
- 4.66 Describe the process the campus utilizes to ensure that students are counseled concerning their student loan repayment obligations.
 Students are required to access the web site "studentloans.gov" to complete surveys at least three times during their enrollment. First, they complete a survey at their advance meeting held during their entrance counseling. Second, they complete a survey at the "Ready Meeting" following the completion of their finance package. And they do a final survey during their exit interview where they are also provided with an exit packet containing information on loan repayment.
- 4.67 Describe the extracurricular activities of the campus (if applicable).
 Campus extra-curricular activities include: Karaoke, BBQ's and poetry nights; and free AIDS testing provided by a third party. Students can also receive a \$25 grocery card for participation; a feast of sharing activity is conducted for Thanksgiving; and speedy bingo is played every day at lunch time in the student commons, winners receive a \$5 McDonalds card; and perfect attendance award ceremonies are conducted twice a year. Winners are presented tickets to a high-profile concert. This award event has been conducted twice earning recipients tickets to the JayZ and Kanye West concerts.

5. EDUCATIONAL ACTIVITIES

- 5.01 Are the credentials awarded by the campus in compliance with its accreditation approval and in compliance with applicable state laws?
 Yes No
- 5.02 Who is assigned to oversee the educational activities of all programs at the campus, and what are this person's qualifications?
 Ms. Dorothy Green, dean of academics, is assigned to oversee the educational activities of all programs at the Arlington Ballston campus. She holds a bachelor's degree in Art and Education from Eastern Washington University (Cheney, Washington) and a master's degree in Education from City University (Bellevue, Washington). Before assuming her current position recently. Ms. Green was the program chair for the School of design at the since January 2010. She holds a K-12 teaching certificate in the states of Washington and Florida. Ms. Green has been teaching Visual Communications and Video Game Design at the high school and postsecondary level since 1989.
- 5.03 Does this person have appropriate academic or experiential qualifications?
 Yes No
- 5.04 Describe how the campus makes provisions for program administrators to have sufficient authority and responsibility for the development and administration of the programs.
 Program administrators have a job description that clearly identifies their authority and responsibility for development and administration of the programs. The job descriptions identify the chairs' authority in the areas of recommending for hiring, evaluation, and if necessary termination of faculty; curriculum revision; textbook selection; class scheduling; and internship placement, where appropriate. The program administrators duties are identified as approximately 60% teaching and 40% administration.
- 5.05 Is the time devoted to the administration of the educational programs sufficient?
 Yes No
- 5.06 Is there a published policy on the responsibility and authority of faculty in academic governance?
 Yes No
- 5.07 Does the policy, at a minimum, address the role of the faculty in the following areas?
 (a) Development of the educational program.
 Yes No
 (b) Selection of course materials, instructional equipment and other educational resources.
 Yes No
 (c) Systematic evaluation and revision of the curriculum.
 Yes No
 (d) Assessment of student learning outcomes.

Yes No

(e) Planning for institutional effectiveness.

Yes No

5.08 Is there evidence that this policy has been adopted and faculty members are aware of it?

Yes No

5.09 Does the campus have any programs that require specialized programmatic accreditation to obtain entry-level employment or licensure by the state in which the campus is approved?

Yes No (*Skip to question 5.11*)

5.11 Was the team able to verify the backup documentation to support the placement rate for the program(s) that hold specialized accreditation as reported on the last Campus Accountability Report submitted to the Council?

Yes No Not Applicable

5.13 Are the educational programs consistent with the campus' mission and the needs of its students?

Yes No

5.14 Do the formation of policies and the design of educational programs involve students, graduates, administrators, faculty, and other interested parties such as advisory committees?

Yes No

5.15 What provisions are made for individual differences among students?

Instructors use a variety of instructional delivery methods to better meet the individual differences among the students in their classes. Students who are having academic performance issues are reported to the appropriate program chair and the director of student support. These two individuals use a variety of interventions, including tutoring by a faculty member, to work with individual students needing help. Additionally, students are able to request transfer credit for previous academic work and credit for CLEP exams passed with satisfactory grades and scores and to request the opportunity to be granted credit based on achieving a satisfactory score on proficiency exams available for various courses.

5.16 Describe the system in place to evaluate, revise, and make changes to the curriculum.

Recommendations from students, staff, faculty, advisory committee members, or employers can start the process for a curriculum change. The curriculum is continually reviewed by the academic dean, program chairs, and faculty at the Arlington Ballston campus. Campus recommendations are forwarded to the corporate director of curriculum and curriculum review committees for each of the curriculum program areas. Curriculum revisions are made following final approval by corporate administration. Faculty members confirmed their participation in the curriculum review process and indicated they felt their input was considered and valued.

5.17 Does the faculty participate in this process?

Yes No

5.18 Is credit appropriately converted in relation to total student contact hours in each class?

Yes No

If *No*, insert the section number in parentheses, identify the courses, and explain:

(Section 3-1-516 (a)(i)): There is not appropriate documentation to evidence that the 10-hour lecture portion of the MED1299 Externship 6.5-credit course is scheduled appropriately. The academic credit analysis indicates that the course consists of 165 hours of externship training at externship sites in the community, which accounts for 5.5 of the total credits granted, and a 10-hour lecture component that accounts for 1 credit of lecture. The course syllabus states that there is a 10-hour lecture component to the course. The class schedule provided to the team during the visit shows MED1299 Externship as a class scheduled to meet Tuesdays and Thursdays from 2:30-5:00 pm with Kulsoom Shaikh identified as the instructor and five students enrolled. It is not clear from the class schedule, the course syllabus, and interviews with the program chair exactly what students who are registered for the class do during this scheduled time of 300 minutes per week, a total of 2700 minutes for the nine weeks of the term. Students currently completing the externship program told the team that they do not meet anytime on campus for the externship class. The program chair stated that he only meets with the students when the students are having issues with their externship; however, there is no appropriate documentation of any of these meetings.

Thus, the team was not provided evidence during the visit that students are meeting to satisfy the 10-hour, 1-credit lecture portion of the MEDI299 course.

- 5.19 If the campus awards academic credit to students who demonstrate subject competency based on academic, occupational, or personal experiences, is there an established systematic method for evaluating and awarding academic credit to which the campus adheres?
 Yes No Not Applicable (campus does not award such credit)

If Yes, is there appropriate documentation of the assessments of knowledge, skills, or competencies required?

Yes No

- 5.20 Are courses and breaks scheduled appropriately, given the students' academic background and the coursework involved?
 Yes No

- 5.21 Are the following appropriate to adequately support the number and nature of the general education courses? (*If only nondegree programs are offered with no general education courses, skip to 5.22*)

(a) Facilities.

Yes No

(b) Instructional equipment.

Yes No

(c) Resources.

Yes No

(d) Personnel.

Yes No

- 5.22 Does the campus provide an environment for its faculty that is conducive to effective classroom instruction?
 Yes No

- 5.23 Are the quantity and type of instructional materials and equipment proportionate to the size of the campus and types of programs?
 Yes No

- 5.24 Based on the team's observation of the instructional materials used, interviews with students and faculty, and a review of software licenses, is the campus in compliance with applicable licensing and copyright laws?
 Yes No

- 5.25 Are official transcripts for all qualifying credentials and for those credentials listed in the catalog on file for all instructors?
 Yes No

- 5.26 Have faculty transcripts from institutions not accredited by agencies recognized by the United States Department of Education been translated into English and evaluated by a member of the Association of International Credential Evaluators (AICE) or the National Association of Credential Evaluation Services (NACES) to determine the equivalency of the credentials to credentials awarded by institutions in the United States?

Yes No Not Applicable (no faculty members hold foreign credentials)

- 5.27 Is there documented evidence of a systematic program of in-service training at the campus?
 Yes No

If Yes, how is this documented?

(Section 3-1-543): There is not satisfactory evidence in faculty files documenting completion of in-service trainings completed on campus for the following faculty members: Tamera Battle; Thalia Bishop; Erin Bode; Jeanine Chase Harris; Se Kim; Michael O'Connell; Larnique Oheehoa; Hector Sandoval; Michael Seltzer; Kulsoom Shakeh; Leah Wallace.

- 5.28 Is there evidence that appropriate faculty development plans have been developed and implemented annually, including documentation to support completed activities listed on the plans?
 Yes No

If *No* for missing documentation of implementation, insert the section number in parentheses, list faculty names, and explain:

(Section 3-1-543): There is not satisfactory documentation of professional growth activities for the following faculty members: Tamera Battle; Bernardo Darquea; Michael O'Connell; Sandyha Reddy; Hector Sandoval; Michael Seltzer; Kulsoom Shakeh.

Initially the team found a number of instances of there being a lack of documentation of professional growth activities for other faculty members. However, campus administration was able to provide appropriate documentation of professional growth activities for all faculty members except those listed above.

- 5.29 Is there evidence that full-time and part-time instructors participate in regularly scheduled faculty meetings?
 Yes No
- 5.30 Is there an adequate core of full- and/or part-time faculty to assure sound direction and continuity of development for the educational programs?
 Yes No
- 5.31 Does the institution utilize contracts and/or agreements with other institutions or entities?
 Yes No

If *Yes*, do the contracts and/or agreements comply with all requirements of the applicable criterion?

Yes No

Similar to other Westwood College campuses, this campus has a consortium agreement with the Westwood Online Division in Denver. The consortium agreement has been submitted to and approved by the Council.

- 5.34 Are instructors teaching general education courses assigned in keeping with the minimum requirements as stated in the *Accreditation Criteria*?
 Yes No
- 5.35 Does the program include a minimum of 15 semester, 22.5 quarter hours, or their equivalent in general education courses?
 Yes No
- 5.36 Do the programs' general education courses meet Council standards in that the courses place emphasis on principles and theory not on practical applications associated with a particular occupation?
 Yes No
- 5.37 Are at least one-half of all courses that are part of each associate's degree program taught by faculty members who have graduate degrees, professional degrees, or bachelor's degrees plus professional certification?
 Yes No
- 5.38 Does the program include a minimum of 36 semester hours, 54 quarter hours, or their equivalent in general education courses?
 Yes No
- 5.39 Do the program's general education courses meet Council standards?
 Yes No
- 5.40 Are at least one-half of all lower-division subjects and all upper-division courses that are part of the bachelor's degree program taught by faculty members who have graduate degrees, professional degrees, or bachelor's degrees plus professional certification?
 Yes No

GENERAL COMMENTS:

Overall, educational operations at the Westwood College Arlington Ballston campus are conducted in a comfortable environment that promotes and supports a positive atmosphere for learning and teaching. Faculty members are well qualified for their teaching assignments and are committed to their students. Students who were interviewed were generally very positive about their instructors and informed the team they feel all of the instructors sincerely care about their students' personal and academic success. Students were also positive about their programs and members of the campus administration and staff with whom they have communicated.

COMMENDATIONS:

Program and campus administrators are commended for hiring and employing faculty and staff members who have such strong academic and experiential background related to their current positions.

6. EDUCATIONAL FACILITIES

6.01 Describe the physical facility of the campus (include details such as campus location, square footage, distribution of space, parking situation and any other pertinent information).

Westwood College Arlington Ballston conducts operations in approximately 39,600 square feet of leased space on four floors in a five-story building. As noted previously, the college operations were moved into the current facility in July 2011. The space in the facility was remodeled and built out based on specifications established by the college to meet its educational and administrative needs. Educational activities are conducted in a total of 22 classrooms and computer labs as well as a recently remodeled learning commons (library) area. Computer labs are located throughout the building; there is a green screen shooting room with appropriate lighting for videotaping and photography to support the Design programs; and a newly designed and well-equipped lab and classroom are used for the Medical Assisting programs. The learning commons area as well as a student lounge are located on the third floor. Administrative space consists of offices and open modular areas located on all floors for campus management and staff. Given the location of the campus, there is only very limited on-street parking available in the vicinity of the campus. Therefore, almost all students use the Washington Metro as their means of transportation to campus.

6.02 Does the campus utilize any additional space locations?

Yes No

6.03 Does the campus utilize campus additions?

Yes No

6.04 Are all facilities (including additional space and campus additions) appropriate for the size of the student population and the programs offered?

Yes No

6.05 Are the following appropriate to support the student population and the programs offered at all locations (including additional space and campus additions)?

(a) Equipment

Yes No

(b) Instructional tools

Yes No

(c) Machinery

Yes No

6.06 Is there evidence on file to show that all campus facilities are in compliance with fire, safety, and sanitation regulations?

Yes No Not Applicable

GENERAL COMMENTS:

The current campus facility provides ample instructional and administrative space appropriately organized and equipped to support the current number of students and programs being offered. All classrooms have modern furniture and audio-visual equipment such as ceiling-mounted projectors and computer workstations for instructors to support technology needs. Overall, the well-maintained physical facilities present a professional appearance and provide an environment that positively supports the learning, teaching, and administrative activities being conducted.

7. PUBLICATIONS

7.01 What catalog was used during the evaluation (please include the year, number, and volume if appropriate)?

The catalog reviewed onsite was the Westwood College 2013 Academic Catalog, Volume 4, No. 2, Revised May 2013.

7.02 Does the self-study or additional location application part II accurately portray the campus?

Yes No

7.03 Does the campus publish a catalog that is appropriately printed and bound and available to all enrolled students?

Yes No

7.04 Does the catalog contain the following items?

(a) A table of contents and/or an index.

Yes No

(b) An indication of the year or years for which the catalog is effective on the front page or cover page.

Yes No

(c) The names and titles of the administrators.

Yes No

(d) A statement of legal control which includes the names of trustees, directors, and officers of the corporation.

Yes No

(e) A statement of accreditation

Yes No Not Applicable (initial applicant)

(f) A mission statement.

Yes No

(g) A listing of full-time faculty members which lists all qualifying credentials held along with the awarding institution and the area of teaching specialization.

Yes No

(h) An academic calendar.

Yes No

(i) A full disclosure of the admission requirements.

Yes No

(j) A statement for each curriculum offered that includes a statement of objective or purpose; an accurate and complete listing of all courses in the curriculum with a unique identifying number and title, the credit or clock hours awarded; the total credit or clock hours required to complete the curriculum; any necessary requirements for certification, licensing, or registration needed to work in the field; and any additional requirements that must be met to complete the curriculum.

Yes No

(k) A description of each course offered that includes the identifying number, title, credit or clock hours awarded, a concise description of the course contents, and any necessary prerequisites.

Yes No

(l) An explanation of the grading system that is consistent with the one that appears on the student transcript.

Yes No

(m) A definition of the unit of credit.

Yes No Not Applicable (The campus does not award credit)

(n) A complete explanation of the standards of satisfactory academic progress.

Yes No

(o) A description of the certificates, diplomas, and/or degrees awarded along with a statement of the requirements necessary for completion of each.

Yes No

(p) The transfer of credit policy.

Yes No

(q) A statement of the tuition, fees, and any other charges.

Yes No

(r) A complete and accurate listing of all scholarships, grants, and/or loans offered.

Yes No Not Applicable (no scholarships, grants, or loans offered)

(s) The refund policy.

Yes No

(t) A statement describing the student services offered.

Yes No

(u) A student grievance policy that includes the name and address of ACICS (may be in the student handbook instead of catalog).

Yes No Not Applicable (initial applicants only)

7.05 Does the campus offer degree programs?

Yes No

If *Yes*, does the catalog contain the following?

(a) An explanation of the course numbering system (for all levels).

Yes No

(b) Identification of courses that satisfy general education requirements (for occupational associate's, academic associate's, and bachelor's degrees only).

Yes No

(c) Identification of courses that satisfy the concentration requirements (for academic associate's and bachelor's degrees only).

Yes No

(d) Identification of courses that satisfy the upper-division (for bachelor's degrees only).

Yes No

7.06 Does the campus offer courses and/or programs via distance education?

Yes No (*Skip to Question 7.07.*)

If *Yes*, does the catalog contain the following?

(a) A description of each mode of delivery used for distance education courses.

Yes No

(b) Any additional or different admissions requirements for students taking distance education courses.

Yes No Not Applicable (there are no additional or different admissions requirements)

(c) A description of any tests used to determine access to distance education.

Yes No Not Applicable (no additional tests are given)

(d) A description of the resources and equipment the students must have to avail themselves of distance education instruction.

Yes No

(e) Costs and fees associated specifically with distance education.

Yes No Not Applicable (there are no additional costs and fees)

7.07 Does the catalog contain an addendum/supplement?

Yes No (*Skip to Question 7.08.*)

(a) Is the catalog updated at an appropriate interval (the addendum/supplement should not be used as a substitute for meeting this expectation)?

Yes No

(b) Does the addendum supplement include the school name, location, and effective date for the entire document (or for individual sections if effective dates vary)?

Yes No

(c) Do students receive a copy of the addendum/supplement with the catalog?

Yes No

7.08 Is the catalog available online?

Yes No (*Skip to Question 7.09.*)

If *Yes*, does it match the hard copy version?

Yes No

7.09 Does the campus utilize a multiple-school catalog?

Yes No (*Skip to Question 7.10.*)

If *Yes*, answer the following:

(a) Are all campuses using the same catalog of common ownership?

Yes No

(b) Are all photographs utilized properly labeled to identify the location depicted?

Yes No

(c) Are faculty and staff listings properly identified with respect to the campus to which they belong?

Yes No

7.10 Is all advertising and promotional literature, through any type of media (social media, website, newspapers, etc.), truthful and dignified?

Yes No

7.11 Is the correct name of the campus listed in all advertising, web postings and promotional literature?

Yes No

7.12 Where does the campus advertise (publications, online, etc.)?

The campus advertises using radio/television spots, print ads, brochures, and via the internet. Further, Westwood College utilizes social media sites such as Facebook, Twitter, YouTube, and LinkedIn.

Are all print and electronic advertisements under acceptable headings?

Yes No

7.13 Does the campus use endorsements, commendations, or recommendations in its advertising?

Yes No (Skip to Question 7.14.)

If Yes, is there evidence that prior written consent was obtained and that all representations are factual and portraying current conditions?

Yes No

7.14 Does the campus utilize services funded by third parties?

Yes No (Skip to Question 7.15.)

7.15 Does the campus avoid offering monetary incentives to attract students and avoid making guarantees for job placement or salary for graduates?

Yes No

7.16 Is the phrase "for those who qualify" properly referenced in all advertising that mentions financial aid?

Yes No Not Applicable (campus does not participate in financial aid)

7.17 What institutional performance information does the campus routinely provide to the public?

The campus routinely provides graduation, retention and placement rates on their Westwood College website.

Where is this information published and how frequently is this information being updated?

This information is available via a consumer information link on the Westwood College campus website and is updated annually.

8. LIBRARY, INSTRUCTIONAL RESOURCES, AND TECHNOLOGY

8.01 Does the campus develop an adequate base of library resources?

Yes No

8.02 Does the campus ensure access of library resources to all faculty and students, including students at nonmain campuses?

Yes No

8.03 Does the campus provide training and support to faculty and students in utilizing library resources as an integral part of the learning process?

Yes No

8.04 Are adequate staff provided to support the development, organization of the collection, and access of library resources?

Yes No

8.05 Describe how the campus develops continuous assessment strategies for resources and information services?

Every effort is made to meet the requests and requirements of both students and faculty for library resources. In light of recent curriculum changes and program additions, materials that have become irrelevant or dated are being replaced by titles acquired to

support the new programs. An effort has also been made to provide access to the library page in MyPath for all campus students. The MyPath library page is more robust, and the links are more stable than in WConnect which was previously used by students and others

Are these methods appropriate?

Yes No

8.06 Is the library staff adequately trained to support the library?

Yes No

8.07 Is the campus' established annual budget appropriate to the size and scope of the campus and the programs offered, and is the allocation appropriately expended for the purchase of books, periodicals, library equipment, and other resource and reference materials?

Yes No

8.08 What is the amount of the current year's library budget excluding personnel allocations?

The current year's library budget is: \$17,500

8.09 What portion of the current year's library budget has been spent and how has the money been allocated?

Of the \$17,500 budgeted amount, \$4,232 has been spent on periodicals and \$580 has been spent on electronic resources. However, a total of \$6,380 has been allocated for electronic resources for the current year.

8.10 Is there evidence that the faculty have major involvement in the selection of library resources?

Yes No

8.11 Are the library hours adequate to accommodate the needs of all students?

Yes No

8.12 Describe how the faculty inspire, motivate, and direct student usage of the library resources?

Students and faculty who were interviewed, as well as the librarian confirmed that there are assignments requiring the use of resources available in the learning commons area in most courses being offered at the Arlington Ballston campus. This was also confirmed during review of syllabi and interviews with students and instructors.

Are these methods appropriate?

Yes No

8.13 Is the Dewey Decimal, Library of Congress, or other appropriate system of classification used to organize the library materials?

Yes No

8.14 Are records of physical and/or online resources and circulation accurate and up to date?

Yes No

8.15 If interlibrary agreements are in effect, are the provisions appropriate, do they ensure practical use and accessibility to the students, and is evidence of student use documented?

Yes No Not Applicable (no interlibrary agreements)

8.16 Describe any full-text online collections available to students.

Westwood College maintains a system-wide website that allows students, faculty, and other users to access the Surpass library catalog and the College's online database collection. The online database collection includes index and full text access to thousands of periodicals, newspapers, newsletters, transcripts, legal materials, and statistical tables. The available databases include EBSCO's Academic Search Premier, Computer Source, Greenfile, LexisNexis Academic, Points of View Reference Center, Proquest Central, ProQuest Statistical, Britannica Online, e-Books on EBSCOhost, and STAT!Ref. In addition users have access to Serials Solutions 360 Suite, which includes a power search of all library databases with links to full-text.

8.17 Are the library physical holdings and /or full-text online collections up to date and adequate for the size of the campus and the breadth of and enrollment in its educational programs?

Yes No

8.18 Does the library collection include holdings in the humanities, arts, social sciences, and sciences, including mathematics?

Yes No

8.19 Who is the on-site librarian, what are this person's qualifications, and what are his or her hours on-site?

Mr. Mark Herro is the on-site librarian at the Arlington Ballston campus. He holds a bachelor's in Business Administration and a master's degree in Library and Information Science from the University of South Carolina. Additionally, he carries a provisional professional librarian certificate for the State of South Carolina. Mr. Herro has been in his current position at the campus since January 2010. Previously, he worked at the University of South Carolina library system for approximately 10 years.

Does this individual:

(a) Supervise and manage the library and instructional resources?

Yes No

(b) Facilitate the integration of instructional resources into all phases of the campus's curricular and educational offerings?

Yes No

(c) Assist students in the use of instructional resources?

Yes No

8.20 Are all individuals who supervise the library and assist students with library functions well-trained and competent in both using and aiding in the use of the library technologies and resources?

Yes No

The team reviewed a well-organized library handbook that includes a description of the training program for the library assistant, student workers, tutors, and the Friday administrator of the learning commons area.

8.21 Have library staff transcripts from campuses not accredited by agencies recognized by the United States Department of Education been translated into English and evaluated by a member of the National Association of Credential Evaluation Services (NACES) or the Association of International Credential Evaluators (AICE) to determine the equivalency of the degrees to degrees awarded by campuses in the United States?

Yes No Not Applicable (staff do not hold foreign credentials)

8.22 Is documentation on file to reflect the librarian's participation in professional growth activities?

Yes No

8.23 Are the hours the library is open adequate to accommodate the needs of all students?

Yes No

If No, insert the section number in parentheses and explain:

According to information posted in the area, the learning commons is open 8:00 AM - 8:00 PM, Monday-Thursday, and 8:00 AM-5:00 PM on Friday.

8.24 Does the library make available appropriate reference, research, and information resources to provide basic support for curricular and educational offerings and to enhance student learning?

Yes No

8.25 Are appropriate reference materials and periodicals available for all programs offered?

Yes No

8.26 Are the instructional resources organized for easy access, usage, and preservation?

Yes No

8.27 Is there a current inventory of instructional resources?

Yes No

8.28 Does the campus have appropriate and sufficient instructional resources, equipment, and materials to meet its educational program objectives and the needs of its students?

Yes No

GENERAL COMMENTS:

The Arlington campus is fortunate to have Mr. Herro managing the learning commons area. He has a strong academic and experiential background for his current position. His passion for assisting students to be successful in using library resources is apparent when talking to him. Faculty and students confirm that Mr. Herro is committed to developing campus library resources and has done a good job of conducting activities that encourage and facilitate use of the on-site and on-line resources available to users.

9. PROGRAM EVALUATION

Academic Associate's Degree in Business Administration

Bachelor's Degree in Business Administration: Accounting

Bachelor's Degree in Business Administration: Healthcare Management

Bachelor's Degree in Business Administration: Management

Bachelor's Degree in Business Administration: Marketing Management

9.01 Is licensure, certification or registration required to practice in the specific career field?

Yes No (*Skip to question 9.02*)

9.02 Who is assigned to administer the academic program(s), and what are this person's qualifications?

Mr. Kevin Barker, program chair of the School of Business, has been assigned to administer the five programs listed above and the two Construction Management programs listed in the next section of the report since August 2011. He holds a bachelor's degree in Sociology from William Jewell College, Liberty, Missouri, and a master's degree in School Administration from Grace College, Winona Lake, Indiana. He is also certified as a Lead Certified Renovator from the LEADTEC Services, Inc. Mr. Barker has over 18 years of professional business and construction management experience with Levine Group and Cook Brother's Inc. as a production manager and as co-owner of CBS Homes, Inc. where he served as president. He also has over 11 years in the field of education as an instructor and administrator.

9.03 Does this individual possess appropriate academic or experiential qualifications?

Yes No

9.04 Is there evidence that the program administrator has sufficient authority and responsibility for the development and administration of the educational program(s)?

Yes No

9.05 Are the time and resources devoted to the administration of the educational program(s) sufficient?

Yes No

9.06 Does the program meet the needs of its students and the requirements of the Council, as shown by student achievement outcomes which meet or exceed the standards for the following areas:

(a) Student retention rate of 62%?

Yes No Not Applicable (Additional Location Inclusion only)

(b) Student placement rate of 58%?

Yes No Not Applicable (Additional Location Inclusion only)

The retention rate for the bachelor's degree program in Business Administration: Management was 61.1% for the 2012 CAR period.

If *No* for either item does the Campus Effectiveness Plan (CEP) include data, analysis and activities to meet or exceed the relevant standard?

Yes No Not Applicable (Additional location only)

The CEP includes an appropriate program improvement plan for the bachelor's degree in Business Administration: Management.

- 9.07 List the community resources and describe how they are utilized to enrich the program(s).
 The team reviewed documentation for program advisory committee (PAC) meetings and field trips to verify that community resources are being utilized to enrich the Business Administration program being offered. The most recent PAC meeting was held on May 22, 2013. The committee is comprised of various business professionals from various local organizations. Documentation for two field trips for Business Administration students was also reviewed. On August 31, a class visited a journalism museum that focused on ethics and electronic media, and on September 1 there was a field trip to a marketing and communications company that demonstrated various types of media and communications used in the marketing industry.
- 9.08 Is the utilization of community resources sufficient to enrich the program?
 Yes No
- 9.09 Does the curriculum evidence a well-organized sequence of appropriate subjects leading to an occupational objective, an academic credential, or both?
 Yes No
- 9.10 Does the catalog and/or other advertising material such as brochures and web site, accurately describe the program and its objectives?
 Yes No
- 9.11 For programs that include practica, externships, or internships, does the institution have a written and mutually signed agreement that outlines the arrangement between the institution and the practicum site, including specific learning objectives, course requirements, and evaluation criteria?
 Yes No Not Applicable (these elements are not part of the program *or* no student is at the point of needing them)
- 9.12 Does the program use independent studies?
 Yes No (*Skip to question 9.14*)
- 9.13 Are independent studies used appropriately, and is there a contract signed by the student and the institution that meets Council standards?
 Yes No
- 9.14 Are the curriculum and length of the program appropriate to meet the educational and placement objectives of the program?
 Yes No
- 9.15 Are course prerequisites appropriate, are they identified in the catalog and on the course syllabi, and are they being followed?
 Yes No
- 9.16 Is an appropriately detailed syllabus on file for each course that includes:
- (a) Title and course descriptions
 Yes No
 - (b) Course numbers
 Yes No
 - (c) Course prerequisites and/or corequisites
 Yes No
 - (d) Instructional contact hours/credits
 Yes No
 - (e) Learning objectives
 Yes No
 - (f) Instructional materials and references
 Yes No
 - (g) Topical outline of the course
 Yes No
 - (h) Instructional methods
 Yes No
 - (i) Assessment criteria

Yes No

(j) Method of evaluating students

Yes No

(k) Date the syllabus was last reviewed

Yes No

For Title IV participant campuses that have lecture courses in credit hour programs or clock-to-credit hour programs only:

(l) Out-of-class work assignments that support the learning objectives for the course

Yes No Not Applicable (Additional Location Inclusion)

(m) A description of the minimum amount of time a student is expected to spend on completion of the work assignments

Yes No Not Applicable (Additional Location Inclusion)

9.17 Do students confirm that they receive a course syllabus and that it is followed?

Yes No

9.18 Are the courses available when needed by the student in the normal pursuit of a program of study?

Yes No

9.19 Was the team able to verify the backup documentation to support the placement rate for the program(s) as reported on the last Campus Accountability Report submitted to the Council?

Yes No Not Applicable (there have been no graduates)

There were no graduates from the associate degree Business Management program during the 2012 CAR period.

How many calls to employers or graduates were attempted?

Bachelor's degree programs in Business Administration: 2

How many calls to employers or graduates were successful?

Bachelor's degree programs in Business Administration: 1

How many of the successful contacts confirmed the employment of the graduate as reported on the CAR? Please explain any discrepancy between the number of successful contacts and confirmations.

Bachelor's degree programs in Business Administration: 1

9.20 Was documentation on file to verify graduates classified on the CAR as "not available for placement"?

Yes No Not Applicable

9.21 Does the campus participate in Title IV financial aid?

Yes No (Skip to question 9.24)

9.22 Does the campus' written procedures (as evidenced by their academic credit analysis) support the written policy and definition of a credit hour as defined by the U.S. Department of Education for Title IV funding?

Yes No Not Applicable (Clock hour programs only)

9.23 Is there evidence that out-of-class work or the equivalency is being evaluated?

Yes No Not Applicable (Clock hour programs only)

If Yes, briefly describe the documentation of evaluation viewed on site.

Samples of graded homework assignments were provided to the team to review for the Business Administration programs. The campus also uses and instructors demonstrated an automated grade book that tracks a student's progress through the courses' learning outcomes that includes data recorded for homework assignments, projects, tests and other assessments.

9.24 Are the following appropriate to adequately support the number and nature of the program?

(a) Facilities.

Yes No

(b) Instructional equipment.

Yes No

- (c) Resources.
 Yes No
- (d) Personnel.
 Yes No
- 9.25 Are the following elements appropriately incorporated into the instructional components of the program?
- (a) Systematic planning.
 Yes No
- (b) Well-defined instructional objectives.
 Yes No
- (c) The selection and use of appropriate and current learning materials.
 Yes No
- (d) Appropriate modes of instructional delivery.
 Yes No
- (e) The use of appropriate assessment strategies.
 Yes No
- (f) The use of appropriate experiences.
 Yes No
- 9.27 Do the faculty members' qualifications meet the minimum requirements outlined in the *Accreditation Criteria*, and are their qualifications academically and experientially appropriate to the subject matter they teach and the level of the credential awarded?
 Yes No
- 9.28 Is the size of the faculty appropriate to the total student enrollment?
 Yes No
- 9.29 Is an adequate core of full- and part-time faculty employed to ensure sound direction and continuity of development for the program?
 Yes No
- 9.30 Are teaching loads reasonable?
 Yes No
- 9.38 Is the number of hours required to complete the program at least 60 semester hours, 90 quarter hours, or their equivalent, earned over a period of four semesters, six quarters, or the equivalent?
 Yes No
- 9.39 Is there a minimum of 30 semester hours, 45 quarter hours, or their equivalent in courses within the area of concentration?
 Yes No
- 9.40 Does the curriculum quantitatively and qualitatively approximate the standards at other collegiate institutions offering the same degree?
 Yes No
- 9.41 Is enrollment in the second academic year of the two-year program sufficient to support regularly scheduled classes?
 Yes No Not Applicable (no students in the second year)
- 9.42 Are the second-year courses based upon appropriate first-year prerequisites?
 Yes No Not applicable
- 9.43 Is the number of hours required to complete the program at least 120 semester hours, 180 quarter hours, or their equivalent, earned over a period of eight semesters, 12 quarters, or the equivalent?
 Yes No
- 9.44 Is there a minimum of 60 semester hours, 90 quarter hours, or their equivalent in courses within the area of concentration?
 Yes No

- 9.45 If the institution offers only the last two years of the bachelor's degree program, do the catalog and all advertising materials clearly describe the requirements for admission?
 Yes No Not Applicable (institution offers all four years of the degree)
- 9.46 Does the curriculum quantitatively and qualitatively approximate the standards at other collegiate institutions offering the same degree?
 Yes No
- 9.47 Is enrollment in the third and fourth years of the bachelor's program sufficient to support regularly scheduled classes and laboratory work?
 Yes No Not Applicable (no students in the third and fourth years)
- 9.48 Are the third- and fourth-year courses based upon appropriate prerequisites?
 Yes No

GENERAL COMMENTS:

During interviews students generally expressed appreciation for their instructors and their willingness to help students understand concepts, learn skills, and achieve learning outcomes in classes.

COMMENDATIONS:

The team commends the campus on its very professional and accommodating staff, committed faculty, clean and inviting study areas, exceptional library and learning resources that are available to the students, and the overall academic environment and dedication to student success.

9. PROGRAM EVALUATION

Academic Associate's Degree in Construction Management
Bachelor's of Science Degree in Construction Management

- 9.01 Is licensure, certification or registration required to practice in the specific career field?
 Yes No (*Skip to question 9.02*)
- 9.02 Who is assigned to administer the academic program(s), and what are this person's qualifications?
 Mr. Kevin Barker, program chair for the School of Business, has been assigned to administer the two Construction Management programs listed above and the five Business programs listed in the previous section of the report since August 2011. He holds a bachelor's degree in Sociology from William Jewell College, Liberty, Missouri, and a master's degree in School Administration from Grace College, Winona Lake, Indiana. He is also certified as a Lead Certified Renovator from the LEADTEC Services, Inc. Mr. Barker has over 18 years of professional business and construction management experience with Levine Group and Cook Brother's Inc. as a production manager and as co-owner of CBS Homes, Inc., where he served as president. He also has over 11 years in the education field as an instructor and administrator.
- 9.03 Does this individual possess appropriate academic or experiential qualifications?
 Yes No
- 9.04 Is there evidence that the program administrator has sufficient authority and responsibility for the development and administration of the educational program(s)?
 Yes No
- 9.05 Are the time and resources devoted to the administration of the educational program(s) sufficient?
 Yes No
- 9.06 Does the program meet the needs of its students and the requirements of the Council, as shown by student achievement outcomes which meet or exceed- the standards for the following areas:
 (a) Student retention rate of 62%?
 Yes No Not Applicable (Additional Location Inclusion only)

(b) Student placement rate of 58%?

Yes No Not Applicable (Additional Location Inclusion only)

The bachelor's degree program in Construction Management exceeded the standards for retention and placement for the 2012 CAR period. There was no enrollment in the associate's degree program.

9.07 List the community resources and describe how they are utilized to enrich the program(s).

The Construction Management programs are enriched by utilizing a Program Advisory Committee (PAC), field trips, and guest speakers from the community. These activities are used to gain insight from professionals doing business in the field and to ensure that the students are learning the necessary skills and knowledge to compete for jobs in the field in the local market.

9.08 Is the utilization of community resources sufficient to enrich the program?

Yes No

9.09 Does the curriculum evidence a well-organized sequence of appropriate subjects leading to an occupational objective, an academic credential, or both?

Yes No

9.10 Does the catalog and/or other advertising material such as brochures and web site, accurately describe the program and its objectives?

Yes No

9.11 For programs that include practica, externships, or internships, does the institution have a written and mutually signed agreement that outlines the arrangement between the institution and the practicum site, including specific learning objectives, course requirements, and evaluation criteria?

Yes No Not Applicable (these elements are not part of the program *or* no student is at the point of needing them)

9.12 Does the program use independent studies?

Yes No (Skip to question 9.14)

9.13 Are independent studies used appropriately, and is there a contract signed by the student and the institution that meets Council standards?

Yes No

9.14 Are the curriculum and length of the program appropriate to meet the educational and placement objectives of the program?

Yes No

9.15 Are course prerequisites appropriate, are they identified in the catalog and on the course syllabi, and are they being followed?

Yes No

9.16 Is an appropriately detailed syllabus on file for each course that includes:

(a) Title and course descriptions

Yes No

(b) Course numbers

Yes No

(c) Course prerequisites and/or corequisites

Yes No

(d) Instructional contact hours/credits

Yes No

(e) Learning objectives

Yes No

(f) Instructional materials and references

Yes No

(g) Topical outline of the course

Yes No

(h) Instructional methods

Yes No

(i) Assessment criteria

Yes No

(j) Method of evaluating students

Yes No

(k) Date the syllabus was last reviewed

Yes No

For Title IV participant campuses that have lecture courses in credit hour programs or clock-to-credit hour programs only:

(l) Out-of-class work assignments that support the learning objectives for the course

Yes No Not Applicable (Additional Location Inclusion)

(m) A description of the minimum amount of time a student is expected to spend on completion of the work assignments

Yes No Not Applicable (Additional Location Inclusion)

9.17 Do students confirm that they receive a course syllabus and that it is followed?

Yes No

9.18 Are the courses available when needed by the student in the normal pursuit of a program of study?

Yes No

9.19 Was the team able to verify the backup documentation to support the placement rate for the program(s) as reported on the last Campus Accountability Report submitted to the Council?

Yes No Not Applicable (there have been no graduates)

As noted in item 9.06 above, there was no enrollment in the associate's degree Construction Management program during the 2012 CAR period.

How many calls to employers or graduates were attempted?

Bachelor's degree in Construction Management: 5

How many calls to employers or graduates were successful?

Bachelor's degree in Construction Management: 4

How many of the successful contacts confirmed the employment of the graduate as reported on the CAR? Please explain any discrepancy between the number of successful contacts and confirmations.

Bachelor's degree in Construction Management: 4

9.20 Was documentation on file to verify graduates classified on the CAR as "not available for placement"?

Yes No Not Applicable

9.21 Does the campus participate in Title IV financial aid?

Yes No (Skip to question 9.24)

9.22 Does the campus' written procedures (as evidenced by their academic credit analysis) support the written policy and definition of a credit hour as defined by the U.S. Department of Education for Title IV funding?

Yes No Not Applicable (Clock hour programs only)

9.23 Is there evidence that out-of-class work or the equivalency is being evaluated?

Yes No Not Applicable (Clock hour programs only)

If Yes, briefly describe the documentation of evaluation viewed on site.

The team reviewed syllabi and, during visits to classes, reviewed current homework which the students had turned in and the instructor had graded in accordance with the requirements defined on the syllabi.

9.24 Are the following appropriate to adequately support the number and nature of the program?

(a) Facilities.

Yes No

- (b) Instructional equipment.
 Yes No
- (c) Resources.
 Yes No
- (d) Personnel.
 Yes No
- 9.25 Are the following elements appropriately incorporated into the instructional components of the program?
- (a) Systematic planning.
 Yes No
- (b) Well-defined instructional objectives.
 Yes No
- (c) The selection and use of appropriate and current learning materials.
 Yes No
- (d) Appropriate modes of instructional delivery.
 Yes No
- (e) The use of appropriate assessment strategies.
 Yes No
- (f) The use of appropriate experiences.
 Yes No
- 9.27 Do the faculty members' qualifications meet the minimum requirements outlined in the *Accreditation Criteria*, and are their qualifications academically and experientially appropriate to the subject matter they teach and the level of the credential awarded?
 Yes No
- 9.28 Is the size of the faculty appropriate to the total student enrollment?
 Yes No
- 9.29 Is an adequate core of full- and part-time faculty employed to ensure sound direction and continuity of development for the program?
 Yes No
- 9.30 Are teaching loads reasonable?
 Yes No
- 9.38 Is the number of hours required to complete the program at least 60 semester hours, 90 quarter hours, or their equivalent, earned over a period of four semesters, six quarters, or the equivalent?
 Yes No
- 9.39 Is there a minimum of 30 semester hours, 45 quarter hours, or their equivalent in courses within the area of concentration?
 Yes No
- 9.40 Does the curriculum quantitatively and qualitatively approximate the standards at other collegiate institutions offering the same degree?
 Yes No
- 9.41 Is enrollment in the second academic year of the two-year program sufficient to support regularly scheduled classes?
 Yes No Not Applicable (no students in the second year)
- 9.42 Are the second-year courses based upon appropriate first-year prerequisites?
 Yes No Not applicable
- 9.43 Is the number of hours required to complete the program at least 120 semester hours, 180 quarter hours, or their equivalent, earned over a period of eight semesters, 12 quarters, or the equivalent?
 Yes No
- 9.44 Is there a minimum of 60 semester hours, 90 quarter hours, or their equivalent in courses within the area of concentration?

Yes No

9.45 If the institution offers only the last two years of the bachelor's degree program, do the catalog and all advertising materials clearly describe the requirements for admission?

Yes No Not Applicable (institution offers all four years of the degree)

9.46 Does the curriculum quantitatively and qualitatively approximate the standards at other collegiate institutions offering the same degree?

Yes No

9.47 Is enrollment in the third and fourth years of the bachelor's program sufficient to support regularly scheduled classes and laboratory work?

Yes No Not Applicable (no students in the third and fourth years)

9.48 Are the third- and fourth-year courses based upon appropriate prerequisites?

Yes No

GENERAL COMMENTS:

The Construction Management programs offered at the Arlington Ballston campus are well conceived, directed, and taught.

COMMENDATIONS:

This is a well run campus with competent and caring faculty, administration and staff all dedicated to the single goal of student success. Students who were interviewed were pleased by the education they are receiving and stated they feel they are acquiring the necessary skills to be competitive in the global market place.

9. PROGRAM EVALUATION

Academic Associate's Degree in Criminal Justice

Bachelor's Degree in Criminal Justice

Bachelor's Degree in Criminal Justice: Major in Administration

Bachelor's Degree in Criminal Justice: Major in Investigation

9.01 Is licensure, certification or registration required to practice in the specific career field?

Yes No (*Skip to question 9.02*)

9.02 Who is assigned to administer the academic program(s), and what are this person's qualifications?

Mr. Leroy Hendrix, program chair for the School of Criminal Justice, is assigned to administer the four Criminal Justice programs listed above. He holds a bachelor's degree in Occupational Education from Southern Illinois University (Carbondale, IL), and a master's degree in Management from John Hopkins University (Baltimore, MD). He holds membership in the following professional organizations: National Polygraph Association, Law Enforcement Technicians, Association of Re-Entry Professionals, and National Organization of Blacks in Law Enforcement. Mr. Hendrix transferred to the Westwood College Arlington Ballston campus from the Westwood campus in Los Angeles in June 2013 to become the Criminal Justice program chair. Prior to starting at Westwood College, he retired from the United States Secret Service as an agent. Mr. Hendrix leads and is supported in his program chair position by two full-time instructors and four adjunct instructors.

9.03 Does this individual possess appropriate academic or experiential qualifications?

Yes No

9.04 Is there evidence that the program administrator has sufficient authority and responsibility for the development and administration of the educational program(s)?

Yes No

9.05 Are the time and resources devoted to the administration of the educational program(s) sufficient?

Yes No

9.06 Does the program meet the needs of its students and the requirements of the Council, as shown by student achievement outcomes which meet or exceed- the standards for the following areas:

(a) Student retention rate of 62%?

Yes No Not Applicable (Additional Location Inclusion only)

(b) Student placement rate of 58%?

Yes No Not Applicable (Additional Location Inclusion only)

The bachelor's degree programs in Criminal Justice all exceeded the retention and placement standards for the 2012 CAR period. There was no enrollment in the associate's degree program during the 2012 CAR period.

9.07 List the community resources and describe how they are utilized to enrich the program(s).

The Criminal Justice programs are enriched by the utilization of several different types of community resources such as a program advisory committee, field trips, guest speakers, and participation in community events. The team reviewed program advisory committee meeting minutes for May 2013 and May 2012. The field trips consisted of visits to Upper Malboro Courthouse, the Crime and Punishment Museum, the Drug Enforcement Museum, and a tour of Holocaust Museum. The campus guest speakers provided presentations on topics such as "Police Education in What Works: From United States to the United Kingdom," "Doorways for Women and Families-Domestic Violence," Alcohol, Tobacco, and Firearms Presentation on "Women in Criminal Justice," and a presentation on "Drugs and Narcotics." Students enrolled in the Criminal Justice programs also participated in the following community events: Cardiopulmonary Resuscitation (CPR) training, a Blood Drive, and a Help Fight Hunger program. Some students also participated in Certified Emergency Response Team Training and then were available for emergencies. The team was provided appropriate documentation to verify all of the preceding activities.

9.08 Is the utilization of community resources sufficient to enrich the program?

Yes No

9.09 Does the curriculum evidence a well-organized sequence of appropriate subjects leading to an occupational objective, an academic credential, or both?

Yes No

9.10 Does the catalog and/or other advertising material such as brochures and web site, accurately describe the program and its objectives?

Yes No

9.11 For programs that include practica, externships, or internships, does the institution have a written and mutually signed agreement that outlines the arrangement between the institution and the practicum site, including specific learning objectives, course requirements, and evaluation criteria?

Yes No Not Applicable (these elements are not part of the program *or* no student is at the point of needing them)

9.12 Does the program use independent studies?

Yes No (*Skip to question 9.14*)

9.14 Are the curriculum and length of the program appropriate to meet the educational and placement objectives of the program?

Yes No

9.15 Are course prerequisites appropriate, are they identified in the catalog and on the course syllabi, and are they being followed?

Yes No

9.16 Is an appropriately detailed syllabus on file for each course that includes:

(a) Title and course descriptions

Yes No

(b) Course numbers

Yes No

(c) Course prerequisites and/or corequisites

Yes No

(d) Instructional contact hours/credits

Yes No

(e) Learning objectives

Yes No

(f) Instructional materials and references

Yes No

(g) Topical outline of the course

Yes No

(h) Instructional methods

Yes No

(i) Assessment criteria

Yes No

(j) Method of evaluating students

Yes No

(k) Date the syllabus was last reviewed

Yes No

For Title IV participant campuses that have lecture courses in credit hour programs or clock-to-credit hour programs only:

(l) Out-of-class work assignments that support the learning objectives for the course

Yes No Not Applicable (Additional Location Inclusion)

(m) A description of the minimum amount of time a student is expected to spend on completion of the work assignments

Yes No Not Applicable (Additional Location Inclusion)

9.17 Do students confirm that they receive a course syllabus and that it is followed?

Yes No

9.18 Are the courses available when needed by the student in the normal pursuit of a program of study?

Yes No

9.19 Was the team able to verify the backup documentation to support the placement rate for the program(s) as reported on the last Campus Accountability Report submitted to the Council?

Yes No Not Applicable (there have been no graduates)

How many calls to employers or graduates were attempted?

Associate's degree in Criminal Justice: No graduates; first graduates in March 2014

Bachelor's degree in Criminal Justice: Administration: No graduates; first graduates in March 2014

Bachelor's degree in Criminal Justice: Investigations: No graduates; first graduates March 2014

Bachelor's degree in Criminal Justice: 5

How many calls to employers or graduates were successful?

Bachelor's degree in Criminal Justice: 3

How many of the successful contacts confirmed the employment of the graduate as reported on the CAR? Please explain any discrepancy between the number of successful contacts and confirmations.

All of the calls where contact was made confirmed the employment of the graduates as reported on the 2012 CAR.

9.20 Was documentation on file to verify graduates classified on the CAR as "not available for placement"?

Yes No Not Applicable

9.21 Does the campus participate in Title IV financial aid?

Yes No (Skip to question 9.24)

9.22 Does the campus' written procedures (as evidenced by their academic credit analysis) support the written policy and definition of a credit hour as defined by the U.S. Department of Education for Title IV funding?

Yes No Not Applicable (Clock hour programs only)

9.23 Is there evidence that out-of-class work or the equivalency is being evaluated?

Yes No Not Applicable (Clock hour programs only)

If *Yes*, briefly describe the documentation of evaluation viewed on site.

The team interviewed students and faculty members and reviewed course syllabi to verify that out-of-class work is assigned to students. Faculty provided the team with homework assignments submitted by students that had been graded, and students who were interviewed also provided access to their homework assignments and provided evidence of graded homework.

- 9.24 Are the following appropriate to adequately support the number and nature of the program?
- (a) Facilities.
 Yes No
- (b) Instructional equipment.
 Yes No
- (c) Resources.
 Yes No
- (d) Personnel.
 Yes No
- 9.25 Are the following elements appropriately incorporated into the instructional components of the program?
- (a) Systematic planning.
 Yes No
- (b) Well-defined instructional objectives.
 Yes No
- (c) The selection and use of appropriate and current learning materials.
 Yes No
- (d) Appropriate modes of instructional delivery.
 Yes No
- (e) The use of appropriate assessment strategies.
 Yes No
- (f) The use of appropriate experiences.
 Yes No
- 9.27 Do the faculty members' qualifications meet the minimum requirements outlined in the *Accreditation Criteria*, and are their qualifications academically and experientially appropriate to the subject matter they teach and the level of the credential awarded?
 Yes No
- 9.28 Is the size of the faculty appropriate to the total student enrollment?
 Yes No
- 9.29 Is an adequate core of full- and part-time faculty employed to ensure sound direction and continuity of development for the program?
 Yes No
- 9.30 Are teaching loads reasonable?
 Yes No
- 9.38 Is the number of hours required to complete the program at least 60 semester hours, 90 quarter hours, or their equivalent, earned over a period of four semesters, six quarters, or the equivalent?
 Yes No
- 9.39 Is there a minimum of 30 semester hours, 45 quarter hours, or their equivalent in courses within the area of concentration?
 Yes No
- 9.40 Does the curriculum quantitatively and qualitatively approximate the standards at other collegiate institutions offering the same degree?
 Yes No
- 9.41 Is enrollment in the second academic year of the two-year program sufficient to support regularly scheduled classes?
 Yes No Not Applicable (no students in the second year)

- 9.42 Are the second-year courses based upon appropriate first-year prerequisites?
 Yes No Not applicable
- 9.43 Is the number of hours required to complete the program at least 120 semester hours, 180 quarter hours, or their equivalent, earned over a period of eight semesters, 12 quarters, or the equivalent?
 Yes No
- 9.44 Is there a minimum of 60 semester hours, 90 quarter hours, or their equivalent in courses within the area of concentration?
 Yes No
- 9.45 If the institution offers only the last two years of the bachelor's degree program, do the catalog and all advertising materials clearly describe the requirements for admission?
 Yes No Not Applicable (institution offers all four years of the degree)
- 9.46 Does the curriculum quantitatively and qualitatively approximate the standards at other collegiate institutions offering the same degree?
 Yes No
- 9.47 Is enrollment in the third and fourth years of the bachelor's program sufficient to support regularly scheduled classes and laboratory work?
 Yes No Not Applicable (no students in the third and fourth years)
- 9.48 Are the third- and fourth-year courses based upon appropriate prerequisites?
 Yes No

GENERAL COMMENTS:

Students interviewed by the team acknowledged and expressed their appreciation for the support provided by the faculty they have worked with, the program chair of the Criminal Justice programs, staff from various support units they have worked with, and campus administration and staff in general.

COMMENDATIONS:

The team commends and compliments the campus for providing a mock courtroom to enhance the student learning experience for students in the Criminal Justice programs.

9. PROGRAM EVALUATION**Academic Associate's Degree in Graphic Design****Bachelor's Degree in Animation****Bachelor's Degree in Game Art****Bachelor's Degree in Visual Communications**

- 9.01 Is licensure, certification or registration required to practice in the specific career field?
 Yes No (*Skip to question 9.02*)
- 9.02 Who is assigned to administer the academic program(s), and what are this person's qualifications?
 Mr. Josh Haycraft, School of Design program chair, administers all four of these academic programs. He holds a bachelor's degree in Industrial Design from the University of Wisconsin/Stout in Menomonie, Wisconsin, and a master's degree in Multimedia Art from Maryland Institute College of Art (MICA) in Baltimore, Maryland. Mr. Haycraft came to the Arlington Ballston as an adjunct professor in Graphic Design in January 2010 and assumed his current program chair position in August 2013. In addition to his role as program chair, he also teaches approximately 12 hours per week during the current term. Prior to starting at the Arlington Ballston campus, Mr. Haycraft was employed as a designer for Brandow Creative design company and for Meteor Milk as a designer of motion graphics and graphic design. He currently freelances as a designer, painter and sculptor. As a design professional, Mr. Haycraft holds membership in the DC Advertising Club.

- 9.03 Does this individual possess appropriate academic or experiential qualifications?
 Yes No
- 9.04 Is there evidence that the program administrator has sufficient authority and responsibility for the development and administration of the educational program(s)?
 Yes No
- 9.05 Are the time and resources devoted to the administration of the educational program(s) sufficient?
 Yes No
- 9.06 Does the program meet the needs of its students and the requirements of the Council, as shown by student achievement outcomes which meet or exceed the standards for the following areas:
 (a) Student retention rate of 62%?
 Yes No Not Applicable (Additional Location Inclusion only)

The 2012 CAR reported a retention rate of 55.6% for the associate's degree program in Graphic Design.

- (b) Student placement rate of 58%?
 Yes No Not Applicable (Additional Location Inclusion only)

The 2012 CAR reported placement rates below the 58% standard for all three of the bachelor's degree programs in the School of Graphic Design. However, there were fewer than 10 graduates from each of the programs; therefore, no program improvement plans for placement in these programs were required.

If *No* for either item does the Campus Effectiveness Plan (CEP) include data, analysis and activities to meet or exceed the relevant standard?

- Yes No Not Applicable (Additional location only)

An appropriate plan for improving the retention rate in the associate's degree program in Graphic Design is included in the current CEP.

- 9.07 List the community resources and describe how they are utilized to enrich the program(s).
 The metro Washington, DC area has a very wide range of community resource opportunities because of the unique blend of political, educational, corporate and creative venues that make up the area's demography. Students have access to field trips to design studios, museums and various individuals with international affiliations. Guest speakers come to the campus and give students insight to the working of the professional world of design and visual communications. Students are encouraged to join the DC Ad Club which has a special student participation membership. The Arlington Chamber of Commerce is invited to visit the campus for mixers to view student work, including the graphic design projects displayed on the walls of the hallways as well as a continuous looping video showing current student production work.
- 9.08 Is the utilization of community resources sufficient to enrich the program?
 Yes No
- 9.09 Does the curriculum evidence a well-organized sequence of appropriate subjects leading to an occupational objective, an academic credential, or both?
 Yes No
- 9.10 Does the catalog and/or other advertising material such as brochures and web site, accurately describe the program and its objectives?
 Yes No
- 9.11 For programs that include practica, externships, or internships, does the institution have a written and mutually signed agreement that outlines the arrangement between the institution and the practicum site, including specific learning objectives, course requirements, and evaluation criteria?
 Yes No Not Applicable (these elements are not part of the program *or* no student is at the point of needing them)

- 9.12 Does the program use independent studies?
 Yes No (*Skip to question 9.14*)
- 9.14 Are the curriculum and length of the program appropriate to meet the educational and placement objectives of the program?
 Yes No
- 9.15 Are course prerequisites appropriate, are they identified in the catalog and on the course syllabi, and are they being followed?
 Yes No
- 9.16 Is an appropriately detailed syllabus on file for each course that includes:
- (a) Title and course descriptions
 Yes No
 - (b) Course numbers
 Yes No
 - (c) Course prerequisites and/or corequisites
 Yes No
 - (d) Instructional contact hours/credits
 Yes No
 - (e) Learning objectives
 Yes No
 - (f) Instructional materials and references
 Yes No
 - (g) Topical outline of the course
 Yes No
 - (h) Instructional methods
 Yes No
 - (i) Assessment criteria
 Yes No
 - (j) Method of evaluating students
 Yes No
 - (k) Date the syllabus was last reviewed
 Yes No
- For Title IV participant campuses that have lecture courses in credit hour programs or clock-to-credit hour programs only:***
- (l) Out-of-class work assignments that support the learning objectives for the course
 Yes No Not Applicable (Additional Location Inclusion)
 - (m) A description of the minimum amount of time a student is expected to spend on completion of the work assignments
 Yes No Not Applicable (Additional Location Inclusion)
- 9.17 Do students confirm that they receive a course syllabus and that it is followed?
 Yes No
- 9.18 Are the courses available when needed by the student in the normal pursuit of a program of study?
 Yes No
- 9.19 Was the team able to verify the backup documentation to support the placement rate for the program(s) as reported on the last Campus Accountability Report submitted to the Council?
 Yes No Not Applicable (there have been no graduates)

The 2012 CAR reported three graduates from the bachelor's degree program in Graphic Design: Animation and the bachelor's degree program in Graphic Design: Game Art. However, the CAR also reports that none of the graduates from either of these programs was placed for employment in the field. Thus, no calls were made to verify placement for these two programs.

How many calls to employers or graduates were attempted?

Associate's degree in Graphic Design: 1 (*for the only graduate*)

Bachelor's degree in Graphic Design: Visual Communications: 3

How many calls to employers or graduates were successful?

Associate's degree in Graphic Design: 1

Bachelor's degree in Graphic Design: Visual Communications: 3

How many of the successful contacts confirmed the employment of the graduate as reported on the CAR? Please explain any discrepancy between the number of successful contacts and confirmations.

All of the successful contacts confirmed placement of graduates as reported on the 2012 CAR.

9.20 Was documentation on file to verify graduates classified on the CAR as "not available for placement"?

Yes No Not Applicable

9.21 Does the campus participate in Title IV financial aid?

Yes No (Skip to question 9.24)

9.22 Does the campus' written procedures (as evidenced by their academic credit analysis) support the written policy and definition of a credit hour as defined by the U.S. Department of Education for Title IV funding?

Yes No Not Applicable (Clock hour programs only)

9.23 Is there evidence that out-of-class work or the equivalency is being evaluated?

Yes No Not Applicable (Clock hour programs only)

If Yes, briefly describe the documentation of evaluation viewed on site.

The team was presented with evidence of graded projects. These grades were then recorded on line for viewing by the students, and the team viewed recorded grades for some of the current class offerings.

9.24 Are the following appropriate to adequately support the number and nature of the program?

(a) Facilities.

Yes No

(b) Instructional equipment.

Yes No

(c) Resources.

Yes No

(d) Personnel.

Yes No

9.25 Are the following elements appropriately incorporated into the instructional components of the program?

(a) Systematic planning.

Yes No

(b) Well-defined instructional objectives.

Yes No

(c) The selection and use of appropriate and current learning materials.

Yes No

(d) Appropriate modes of instructional delivery.

Yes No

(e) The use of appropriate assessment strategies.

Yes No

(f) The use of appropriate experiences.

Yes No

9.27 Do the faculty members' qualifications meet the minimum requirements outlined in the *Accreditation Criteria*, and are their qualifications academically and experientially appropriate to the subject matter they teach and the level of the credential awarded?

Yes No

9.28 Is the size of the faculty appropriate to the total student enrollment?

Yes No

- 9.29 Is an adequate core of full- and part-time faculty employed to ensure sound direction and continuity of development for the program?
 Yes No
- 9.30 Are teaching loads reasonable?
 Yes No
- 9.38 Is the number of hours required to complete the program at least 60 semester hours, 90 quarter hours, or their equivalent, earned over a period of four semesters, six quarters, or the equivalent?
 Yes No
- 9.39 Is there a minimum of 30 semester hours, 45 quarter hours, or their equivalent in courses within the area of concentration?
 Yes No
- 9.40 Does the curriculum quantitatively and qualitatively approximate the standards at other collegiate institutions offering the same degree?
 Yes No
- 9.41 Is enrollment in the second academic year of the two-year program sufficient to support regularly scheduled classes?
 Yes No Not Applicable (no students in the second year)
- 9.42 Are the second-year courses based upon appropriate first-year prerequisites?
 Yes No Not applicable
- 9.43 Is the number of hours required to complete the program at least 120 semester hours, 180 quarter hours, or their equivalent, earned over a period of eight semesters, 12 quarters, or the equivalent?
 Yes No
- 9.44 Is there a minimum of 60 semester hours, 90 quarter hours, or their equivalent in courses within the area of concentration?
 Yes No
- 9.45 If the institution offers only the last two years of the bachelor's degree program, do the catalog and all advertising materials clearly describe the requirements for admission?
 Yes No Not Applicable (institution offers all four years of the degree)
- 9.46 Does the curriculum quantitatively and qualitatively approximate the standards at other collegiate institutions offering the same degree?
 Yes No
- 9.47 Is enrollment in the third and fourth years of the bachelor's program sufficient to support regularly scheduled classes and laboratory work?
 Yes No Not Applicable (no students in the third and fourth years)
- 9.48 Are the third- and fourth-year courses based upon appropriate prerequisites?
 Yes No

COMMENDATIONS:

The team found the Arlington Ballston facility to be very open, bright and conducive to creating a positive learning environment for Graphic Design students. Visuals and color appointments in the interior design contribute to a creative ambiance for both students and faculty. The structural design of various areas in the facility as well as the décor provide excellent examples of how design can positively influence and effect the work environment.

9. PROGRAM EVALUATION**Academic Associate's Degree in Information and Network Technology**

Bachelor's Degree in Information and Network Technologies: Major in Computer Forensics
Bachelor's Degree in Information and Network Technologies: Major in Network Management
Bachelor's Degree in Information and Network Technologies: Major in Systems Securities

9.01 Is licensure, certification or registration required to practice in the specific career field?

Yes No (Skip to question 9.02)

9.02 Who is assigned to administer the academic program(s), and what are this person's qualifications?

Mr. Nima Zahadat, program chair for the School of Technology, is assigned to administer programs these four programs. He holds a bachelor's degree in Mathematics from George Mason University in Fairfax, Virginia, and a master's degree in Information Systems from George Washington University in Washington, DC. He is currently pursuing a doctorate Systems Engineering from George Washington University. Mr. Zahadat has certifications in Microsoft (MCT, MCSA, MCDBA, and MCSE), EC-Council (Certified Ethical Hacker), CompTIA (A+ and Security+), and Cisco (CCNA). Prior to starting in his current position at the Arlington Ballston campus in January 2013, Mr. Zahadat was an associate professor with Northern Virginia Community College.

9.03 Does this individual possess appropriate academic or experiential qualifications?

Yes No

9.04 Is there evidence that the program administrator has sufficient authority and responsibility for the development and administration of the educational program(s)?

Yes No

9.05 Are the time and resources devoted to the administration of the educational program(s) sufficient?

Yes No

9.06 Does the program meet the needs of its students and the requirements of the Council, as shown by student achievement outcomes which meet or exceed- the standards for the following areas:

(a) Student retention rate of 62%?

Yes No Not Applicable (Additional Location Inclusion only)

The 2012 CAR reported a retention rate of 0% for the bachelor's degree in Information Technologies: Systems Security program. The other three programs all exceeded the retention rate standard of 62% for the 2012 CAR period.

(b) Student placement rate of 58%?

Yes No Not Applicable (Additional Location Inclusion only)

The 2012 CAR reported a placement rate of 0% for the bachelor's degree in Information Technologies: Computer Forensics program. The other three programs all exceeded the retention rate standard of 62% for the 2012 CAR period. The bachelor's degree program in Network Management placement rate of 71.4% exceeded the 2012 standard, and the other two programs had no graduates during the 2012 CAR period.

If *No* for either item does the Campus Effectiveness Plan (CEP) include data, analysis and activities to meet or exceed the relevant standard?

Yes No Not Applicable (Additional location only)

The CEP does not include a program improvement plan (PIP) for increasing the retention rate in the bachelor's degree program in Systems Security because the enrollment was less than 10 during the 2012 CAR period, and the CEP does not include a PIP for increasing the placement rate in the bachelor's degree program in Computer Forensics because there was only one graduate from the program during the 2012 CAR period.

9.07 List the community resources and describe how they are utilized to enrich the program(s).

The School of Technologies programs utilize Program Advisory Committees (PACs), field trips, and guest speakers to enrich instruction and activities for the students. These activities provide opportunities for students to gain insight from professionals doing business in these fields and help the students be aware of skills and knowledge required to compete for jobs in these fields in local community.

- 9.08 Is the utilization of community resources sufficient to enrich the program?
 Yes No
- 9.09 Does the curriculum evidence a well-organized sequence of appropriate subjects leading to an occupational objective, an academic credential, or both?
 Yes No
- 9.10 Does the catalog and/or other advertising material such as brochures and web site, accurately describe the program and its objectives?
 Yes No
- 9.11 For programs that include practica, externships, or internships, does the institution have a written and mutually signed agreement that outlines the arrangement between the institution and the practicum site, including specific learning objectives, course requirements, and evaluation criteria?
 Yes No Not Applicable (these elements are not part of the program *or* no student is at the point of needing them)
- 9.12 Does the program use independent studies?
 Yes No (*Skip to question 9.14*)
- 9.13 Are independent studies used appropriately, and is there a contract signed by the student and the institution that meets Council standards?
 Yes No
- 9.14 Are the curriculum and length of the program appropriate to meet the educational and placement objectives of the program?
 Yes No
- 9.15 Are course prerequisites appropriate, are they identified in the catalog and on the course syllabi, and are they being followed?
 Yes No
- 9.16 Is an appropriately detailed syllabus on file for each course that includes:
- (a) Title and course descriptions
 Yes No
 - (b) Course numbers
 Yes No
 - (c) Course prerequisites and/or corequisites
 Yes No
 - (d) Instructional contact hours/credits
 Yes No
 - (e) Learning objectives
 Yes No
 - (f) Instructional materials and references
 Yes No
 - (g) Topical outline of the course
 Yes No
 - (h) Instructional methods
 Yes No
 - (i) Assessment criteria
 Yes No
 - (j) Method of evaluating students
 Yes No
 - (k) Date the syllabus was last reviewed
 Yes No
- For Title IV participant campuses that have lecture courses in credit hour programs or clock-to-credit hour programs only:***
- (l) Out-of-class work assignments that support the learning objectives for the course
 Yes No Not Applicable (Additional Location Inclusion)
 - (m) A description of the minimum amount of time a student is expected to spend on completion of the work assignments

Yes No Not Applicable (Additional Location Inclusion)

9.17 Do students confirm that they receive a course syllabus and that it is followed?

Yes No

9.18 Are the courses available when needed by the student in the normal pursuit of a program of study?

Yes No

9.19 Was the team able to verify the backup documentation to support the placement rate for the program(s) as reported on the last Campus Accountability Report submitted to the Council?

Yes No Not Applicable (there have been no graduates)

As reported in item 9.06 above, there were no graduates from the associate's degree program in Information Network Technology or the bachelor's degree program in Systems Security during the 2012 CAR period; thus, no calls to employers or graduates were made for these programs.

How many calls to employers or graduates were attempted?

*Bachelor's degree program in Information and Network Technology: Major in Computer Forensics: 0
Bachelor's degree program in Information and Network Technology: Major in Network Management: 3

*The campus provided the team with verification that the one graduate from the Computer Forensics program was incarcerated.

How many calls to employers or graduates were successful?

Bachelor's degree program in Information and Network Technology: Major in Network Management: 2

How many of the successful contacts confirmed the employment of the graduate as reported on the CAR? Please explain any discrepancy between the number of successful contacts and confirmations.

Bachelor's degree program in Information and Network Technology Major in Network Management: 2

9.20 Was documentation on file to verify graduates classified on the CAR as "not available for placement"?

Yes No Not Applicable

9.21 Does the campus participate in Title IV financial aid?

Yes No (*Skip to question 9.24*)

9.22 Does the campus' written procedures (as evidenced by their academic credit analysis) support the written policy and definition of a credit hour as defined by the U.S. Department of Education for Title IV funding?

Yes No Not Applicable (Clock hour programs only)

9.23 Is there evidence that out-of-class work or the equivalency is being evaluated?

Yes No Not Applicable (Clock hour programs only)

If Yes, briefly describe the documentation of evaluation viewed on site.

During interviews, both students and instructors told the team that homework is assigned, collected, graded, and the overall homework grade is one of the components making up the final grade for all courses. The team was able to verify that homework is assigned graded and logged into a grade book by reviewing examples of graded homework during the classroom interviews and grade books during interviews with faculty.

9.24 Are the following appropriate to adequately support the number and nature of the program?

(a) Facilities.

Yes No

(b) Instructional equipment.

Yes No

(c) Resources.

Yes No

- (d) Personnel.
 Yes No
- 9.25 Are the following elements appropriately incorporated into the instructional components of the program?
- (a) Systematic planning.
 Yes No
- (b) Well-defined instructional objectives.
 Yes No
- (c) The selection and use of appropriate and current learning materials.
 Yes No
- (d) Appropriate modes of instructional delivery.
 Yes No
- (e) The use of appropriate assessment strategies.
 Yes No
- (f) The use of appropriate experiences.
 Yes No
- 9.27 Do the faculty members' qualifications meet the minimum requirements outlined in the *Accreditation Criteria*, and are their qualifications academically and experientially appropriate to the subject matter they teach and the level of the credential awarded?
 Yes No
- 9.28 Is the size of the faculty appropriate to the total student enrollment?
 Yes No
- 9.29 Is an adequate core of full- and part-time faculty employed to ensure sound direction and continuity of development for the program?
 Yes No
- 9.30 Are teaching loads reasonable?
 Yes No
- 9.38 Is the number of hours required to complete the program at least 60 semester hours, 90 quarter hours, or their equivalent, earned over a period of four semesters, six quarters, or the equivalent?
 Yes No
- 9.39 Is there a minimum of 30 semester hours, 45 quarter hours, or their equivalent in courses within the area of concentration?
 Yes No
- 9.40 Does the curriculum quantitatively and qualitatively approximate the standards at other collegiate institutions offering the same degree?
 Yes No
- 9.41 Is enrollment in the second academic year of the two-year program sufficient to support regularly scheduled classes?
 Yes No Not Applicable (no students in the second year)
- 9.42 Are the second-year courses based upon appropriate first-year prerequisites?
 Yes No Not applicable
- 9.43 Is the number of hours required to complete the program at least 120 semester hours, 180 quarter hours, or their equivalent, earned over a period of eight semesters, 12 quarters, or the equivalent?
 Yes No
- 9.44 Is there a minimum of 60 semester hours, 90 quarter hours, or their equivalent in courses within the area of concentration?
 Yes No
- 9.45 If the institution offers only the last two years of the bachelor's degree program, do the catalog and all advertising materials clearly describe the requirements for admission?

Yes No Not Applicable (institution offers all four years of the degree)

9.46 Does the curriculum quantitatively and qualitatively approximate the standards at other collegiate institutions offering the same degree?

Yes No

9.47 Is enrollment in the third and fourth years of the bachelor's program sufficient to support regularly scheduled classes and laboratory work?

Yes No Not Applicable (no students in the third and fourth years)

9.48 Are the third- and fourth-year courses based upon appropriate prerequisites?

Yes No

GENERAL COMMENTS:

Students who were interviewed have a positive outlook on their academic success and job prospects once they graduate from their School of Technology programs at the Arlington Ballston campus.

COMMENDATIONS:

Students, faculty, and the program chair are excited and enthusiastic about the school paying for their certification exams. Several students have already passed exams for various Cisco, Comptia, and Microsoft Certifications. Campus administration is commended for taking the action of paying for certification exams which has resulted in a high level of excitement and cooperation among the School of Technology program chair, faculty, and students relating to seeking professional certifications.

9. PROGRAM EVALUATION

Diploma in Medical Assisting

Academic Associate's Degree in Medical Assisting

9.01 Is licensure, certification or registration required to practice in the specific career field?

Yes No (*Skip to question 9.02*)

9.02 Who is assigned to administer the academic program(s), and what are this person's qualifications?

Dr. Damien Baker, program chair for the School of Medical Assisting, is assigned to oversee the diploma and associate's degree programs in Medical Assisting. He holds a bachelor's degree in Human Biology and a doctor of chiropractic degree from National University of Health Sciences. He is also a registered medical assistant with the American Medical Technologists. Mr. Baker began his teaching career in 2000 as an instructor in Medical Assisting at the postsecondary level and started in his current position at the Arlington Ballston campus in 2011.

9.03 Does this individual possess appropriate academic or experiential qualifications?

Yes No

9.04 Is there evidence that the program administrator has sufficient authority and responsibility for the development and administration of the educational program(s)?

Yes No

9.05 Are the time and resources devoted to the administration of the educational program(s) sufficient?

Yes No

9.06 Does the program meet the needs of its students and the requirements of the Council, as shown by student achievement outcomes which meet or exceed- the standards for the following areas:

(a) Student retention rate of 62%?

Yes No Not Applicable (Additional Location Inclusion only)

(b) Student placement rate of 58%?

Yes No Not Applicable (No graduates from either program during the 2012 CAR period)

- 9.07 List the community resources and describe how they are utilized to enrich the program(s).
The Medical Assisting programs have strong community support as witnessed by contracts they have with clinical affiliates for the externship component of the programs. Additionally, guest speakers, field trips, a program advisory committee (PAC), and community outreach activities are community resources utilized to enrich the programs. The team was able to verify use of these activities by reviewing appropriate documentation and interviews with students and faculty.
- 9.08 Is the utilization of community resources sufficient to enrich the program?
 Yes No
- 9.09 Does the curriculum evidence a well-organized sequence of appropriate subjects leading to an occupational objective, an academic credential, or both?
 Yes No
- 9.10 Does the catalog and/or other advertising material such as brochures and web site, accurately describe the program and its objectives?
 Yes No
- 9.11 For programs that include practica, externships, or internships, does the institution have a written and mutually signed agreement that outlines the arrangement between the institution and the practicum site, including specific learning objectives, course requirements, and evaluation criteria?
 Yes No Not Applicable (these elements are not part of the program *or* no student is at the point of needing them)
- 9.12 Does the program use independent studies?
 Yes No (*Skip to question 9.14*)
- 9.14 Are the curriculum and length of the program appropriate to meet the educational and placement objectives of the program?
 Yes No
- 9.15 Are course prerequisites appropriate, are they identified in the catalog and on the course syllabi, and are they being followed?
 Yes No

If *No*, insert the section number in parentheses and explain:

(Section 3-1-513 (b)): The Anatomy and Physiology I (BIOL170) course does not require completion of Medical Technology (HLTH105) as a prerequisite for registration. As the team reviewed the syllabi for the two Anatomy and Physiology courses it found that course objectives and other information on the syllabus for the second course, Anatomy and Physiology II (BIOL171), state that it is a continuation of the first course. Strangely, it seems to the team, the catalog description and syllabus for Anatomy and Physiology II (BIOL171) do list the Medical Terminology course (HLTH105) as a prerequisite, while HLTH105 is not a prerequisite for Anatomy Physiology I. Campus administration and the School of Medical Assisting program chair informed the team that students usually do complete HLTH105 prior to or concurrently with BIOL170, but listing HLTH105 as a prerequisite for BIOL170 could limit the flexibility of enrolling and scheduling students for various terms. However, the team feels it is logical to have HLTH105 as a prereq for BIOL170 to provide students with a more appropriate foundation for beginning BIOL170 and structure the completion of courses to provide an increasing level of difficulty as students progress through the early part of the Medical Assisting programs

- 9.16 Is an appropriately detailed syllabus on file for each course that includes:
- (a) Title and course descriptions
 Yes No
- (b) Course numbers
 Yes No
- (c) Course prerequisites and/or corequisites
 Yes No
- (d) Instructional contact hours/credits
 Yes No
- (e) Learning objectives
 Yes No
- (f) Instructional materials and references

Yes No
 (g) Topical outline of the course

Yes No
 (h) Instructional methods

Yes No
 (i) Assessment criteria

Yes No
 (j) Method of evaluating students

Yes No
 (k) Date the syllabus was last reviewed

Yes No

For Title IV participant campuses that have lecture courses in credit hour programs or clock-to-credit hour programs only:

(l) Out-of-class work assignments that support the learning objectives for the course

Yes No Not Applicable (Additional Location Inclusion)

(m) A description of the minimum amount of time a student is expected to spend on completion of the work assignments

Yes No Not Applicable (Additional Location Inclusion)

9.17 Do students confirm that they receive a course syllabus and that it is followed?

Yes No

9.18 Are the courses available when needed by the student in the normal pursuit of a program of study?

Yes No

9.19 Was the team able to verify the backup documentation to support the placement rate for the program(s) as reported on the last Campus Accountability Report submitted to the Council?

Yes No Not Applicable (there have been no graduates)

The 2012 CAR reported there were no graduates from the Medical Assisting diploma program, and the associate's degree program was not started until May 2013.

9.20 Was documentation on file to verify graduates classified on the CAR as "not available for placement"?

Yes No Not Applicable

9.21 Does the campus participate in Title IV financial aid?

Yes No (Skip to question 9.24)

9.22 Does the campus' written procedures (as evidenced by their academic credit analysis) support the written policy and definition of a credit hour as defined by the U.S. Department of Education for Title IV funding?

Yes No Not Applicable (Clock hour programs only)

9.23 Is there evidence that out-of-class work or the equivalency is being evaluated?

Yes No Not Applicable (Clock hour programs only)

If Yes, briefly describe the documentation of evaluation viewed on site.

Documentation of evaluation observed on site included review of homework, case presentations, and research projects that were completed and handed in for grading as well as examples of homework that had been evaluated and graded..

9.24 Are the following appropriate to adequately support the number and nature of the program?

(a) Facilities.

Yes No

(b) Instructional equipment.

Yes No

(c) Resources.

Yes No

(d) Personnel.

Yes No

- 9.25 Are the following elements appropriately incorporated into the instructional components of the program?
- (a) Systematic planning.
 Yes No
- (b) Well-defined instructional objectives.
 Yes No
- (c) The selection and use of appropriate and current learning materials.
 Yes No
- (d) Appropriate modes of instructional delivery.
 Yes No
- (e) The use of appropriate assessment strategies.
 Yes No
- (f) The use of appropriate experiences.
 Yes No
- 9.26 Are all faculty assigned to teach in no more than three fields of instruction, with no more than five preparations?
 Yes No
- 9.27 Do the faculty members' qualifications meet the minimum requirements outlined in the *Accreditation Criteria*, and are their qualifications academically and experientially appropriate to the subject matter they teach and the level of the credential awarded?
 Yes No
- 9.28 Is the size of the faculty appropriate to the total student enrollment?
 Yes No
- 9.29 Is an adequate core of full- and part-time faculty employed to ensure sound direction and continuity of development for the program?
 Yes No
- 9.30 Are teaching loads reasonable?
 Yes No
- 9.31 Do all instructors teach no more than 32 hours per week (except for an overload of one subject allowed with additional compensation)?
 Yes No
- 9.32 What is the current student/teacher ratio?
 The current student/teacher ratio for the Medical Assisting programs is 4:1.
- 9.33 Is the current student-teacher ratio reasonable for the mode of delivery and course content?
 Yes No
- 9.38 Is the number of hours required to complete the program at least 60 semester hours, 90 quarter hours, or their equivalent, earned over a period of four semesters, six quarters, or the equivalent?
 Yes No
- 9.39 Is there a minimum of 30 semester hours, 45 quarter hours, or their equivalent in courses within the area of concentration?
 Yes No
- 9.40 Does the curriculum quantitatively and qualitatively approximate the standards at other collegiate institutions offering the same degree?
 Yes No
- 9.41 Is enrollment in the second academic year of the two-year program sufficient to support regularly scheduled classes?
 Yes No Not Applicable (no students in the second year)
- 9.42 Are the second-year courses based upon appropriate first-year prerequisites?
 Yes No Not applicable

GENERAL COMMENTS:

(Section 3-1-516(a)(i)): There is not appropriate documentation to evidence that the 10-hour, 1-credit lecture component of the MEDI299 externship course is scheduled appropriately or to verify that students are meeting regularly with an instructor to satisfy the contact hours needed for the granting of 1 quarter credit. See item 5.18 in Section 5. Educational Activities of the report for more detail and explanation.

COMMENDATIONS:

Externship site supervisors who were interviewed were highly pleased with the students doing externships in their facilities.

SUMMARY

The campus is not in compliance with the *Accreditation Criteria* in the following areas:

3-1-441(c)	Follow-up studies on graduates and employers are not being conducted by the institution at specific measuring points following placement of the graduates (Page 14) .
3-1-513(b)	The Anatomy and Physiology I (BIOL170) course in the Medical Assisting programs does not require completion of the Medical Terminology (HLTH105) course as a prerequisite for registration (Page 48) .
3-1-516(a)(i)	There is not appropriate documentation to evidence that students who are enrolled in the MEDI299 Externship for the Medical programs are meeting on campus with an instructor to satisfy the 10-hour lecture component identified on the Academic Credit Analysis for the course (Pages 17 and 51) .
3-1-543 & Glossary	Appropriate documentation of professional growth and/or in-service activities is not on file for some faculty members (Page 18) .

RECOMMENDATIONS

The evaluation team offers the following recommendations for the institution's consideration.

(These recommendations are not included in the report seen by the Council)

- During the visit students told the team that on at least one occasion an unknown person had entered a classroom and was found there when a class was scheduled to start. Although the team could not verify this, it did confirm that the campus issues student ID cards; but no policy statement was found requiring these cards to be displayed while in the building. Since the building is shared with another company and it appears there is no restriction or security in place to prevent anyone from entering the building and the area where the Westwood College activities are conducted, the team suggests that the campus administration consider reviewing whether some type of security system should be implemented. This may be as simple as requiring students, faculty, and staff to display their Westwood College ID cards while in the building; but it may be more complicated than this to be effective.
- The team found the on-shelf collection in the library for the Graphic Design programs to be barely adequate to satisfactorily support current programs. Therefore, the team feels campus administration should work with the program chair and campus librarian to identify and obtain more books and periodicals that pertain specifically to graphic design, animation, game design, and visual communications to be available in the onsite learning commons area.
- Mr. Josh Haycraft the "new" program chair for the School of Design informed the team that he is very interested in developing and implementing a plan to have more events at the campus to raise community awareness of the presence and activities of the school. Given his position, of course, his interest is primarily focused on raising the awareness of the activities, products, and projects of students in the School of Design. The team encourages campus administration to work with and provide support for Mr. Haycraft's enthusiasm and efforts in this regard where feasible. An investment of some administrative time and more tangible resources may result in a variety of benefits for the School of Design as well as the campus in general.
- As noted in the report, the decision by campus administration to pay for certification exams for students and faculty in the School of Technology programs has generated a high level of excitement and enthusiasm among students and faculty in those programs. Given this action has had such positive results in the Technology programs, campus administration should probably review all of the current programs offered to determine if there is opportunity to provide similar options for students in other programs.



October 25, 2012

Evaluation Team Report – New Grant Evaluation Report

Main Campus ID: 00016040

ID for Campus Visited: 00016038

Staff Contact: Ian Harazduk – Phone: (202) 336-6795

Application ID: 14711

VISIT RESPONSE DUE DATE: November 4, 2012

Mr. Richard Sean Hart
Campus Director
ITT Technical Institute
6270 Park South Drive
Bessemer, AL 35022
Institutional Email Address: Regulatory082@itt-tech.edu

Dear Mr. Hart:

A copy of the report prepared by the Council's evaluation team that recently visited your institution is attached. The council invites you to respond to this report before it takes formal action on your institution's application for accreditation. This response must be submitted via your online application. The Council offers the institution ten days to formally respond to the report; therefore, your response should be uploaded by the date indicated above.

Visit Response

Your response should pertain to the entire report. The enclosed document, "Preparing the Institutional Response" provides suggestions for developing your response. Please include information on any significant changes that have taken place at the institution since the site visit.

We look forward to receiving your response to this report. You will be notified in writing of the Council's decision following its next meeting.

Web-Based Submission of Institutional Response

Effective September, 2011, ACICS has implemented a Web-based submission process for all school visit responses. The campus response to areas of non-compliance (citation, or "cite") must be uploaded under the application ID number associated with the visit. Each area of non-compliance must include a narrative and supporting documentation (if applicable). If supporting documentation covers more than one area of non-compliance, the campus is required to duplicate the documentation and upload it to each area of non-

compliance. Submission of a current catalog need only be uploaded once and only if referenced in the response. If you have any questions, please send your inquiry to Ian Harazduk at iharazduk@acics.org.

Process:

Once the campus logs on to the ACICS membership Web site, go to the In Process Applications link, select the application name and ID. The tasks created for school responses to a visit will be displayed. Select a *Response* task and upload the corresponding document(s).

IMPORTANT: *Document Labels*

Each response document **must** include the task in the file name.

Example: the file name for a document submitted to satisfy Response: **Cite 1 Narrative** task could be ***Cite 1 Narrative [document name]***.

Single submissions that consist of multiple documents must be combined into one document before uploading. This procedure is consistent with the method used to submit multiple syllabi and faculty and administrative staff summary sheets.

Response Tasks

Below is the format for *Response* tasks. Each visit type will have a standard amount of visit *Response* tasks. Upload your responses in sequential order, beginning with “Response: Cite 1...” and ignore tasks that exceed your visit response requirement.

Response: Current Catalog
Response: Cite 1 Narrative
Response: Cite 1 Supporting Document(s)
Response: Cite 2 Narrative
Response: Cite 2 Supporting Document(s)
Response: Cite 3 Narrative
Response: Cite 3 Supporting Document(s)
Response: Cite 4 Narrative
Response: Cite 4 Supporting Document(s)

Sincerely

Earline Simons-Bullock

Campus Services/Executive Assistant
Campus Development Department

Enclosures

NEW GRANT

**ITT Technical Institute
6270 Park South Drive
Bessemer, Alabama 35022
ACICS ID CODE: 00016038**

**Campus Email: Regulatory082@itt-tech.edu
Mr. Richard Hart, Director: RHart2@itt-tech.edu**

MAIN
ITT Technical Institute
Indianapolis, Indiana 46268
ACICS ID Code: 16040

October 4-5, 2012

Thomas Duff	Chair, Mission, Organization, Administration, and Facilities	(Retired) University of Minnesota Duluth	Duluth, MN
Michelle Edwards	Student Relations	Delta School of Business& Tech	Lake Charles, LA
Tommy Mosley	Educational Activities and Library	(Retired) Alabama Dept of Ed	Gadsden, AL
Fepi Paramarti	Business Management Program	Westwood College	Aurora, IL
DeWayne Johnson	Computer Networking Programs	Westwood College	Los Angeles, CA
Aprille Campbell	Criminal Justice Programs	South University	Conyers, GA
Silvia Gimbutas	Drafting and Design and Game Development Programs	Westwood College	Chicago, IL
Randy Roof	Electronics and Engineering Technology Programs	Consultant, Education & Technology	Hendersonville, TN
Barry Phillips	Graphic and Visual Communications Programs	Art Director/Designer	Burleson, TX
Carlton Lawrence	Information Systems Security and Software Development Programs	New York Life	Denver, CO
Beverly Harchick	Paralegal Program	Attorney	Pittsburgh, PA
Mary Gail Lowery	Project Management Programs	(Retired) Alabama Dept of Ed	Sevierville, TN
Kathryn Sellers	ACICS Staff Representative	ACICS	Washington, DC

**PROGRAMS OFFERED BY
ITT TECHNICAL INSTITUTE
BESSEMER, ALABAMA**

CREDENTIAL EARNED (from the institution)	ACICS CREDENTIAL LEVEL	APPROVED PROGRAM TITLE	Contact Hrs.	Qtr. Crs.	Enrollment FT/PT	CAR Retention & Placement *			
						2011		2010	
						Ret.	Pla.	Ret.	Pla.
Associate of Applied Science	Academic Associate's	Business Management	1896	90	10 / 8	NA	NA	N/A	N/A
Associate of Applied Science	Academic Associate's	Computer Drafting & Design	1140	96	9 / 8	68.2	57.1	68.3	42.5
Associate of Applied Science	Academic Associate's	Computer & Electronics Engineering Technology	1120	96	28 / 9	59.8	85.4	60.7	61.8
Associate of Applied Science	Academic Associate's	Criminal Justice	1020	96	28 / 7	60.1	62.5	64.5	50
Associate of Applied Science	Academic Associate's	Criminology and Forensic Tech	981	90	25 / 9	NA	NA	N/A	N/A
Associate of Applied Science	Academic Associate's	Drafting and Design Technology	1058	90	30 / 6	NA	NA	N/A	N/A
Associate of Applied Science	Academic Associate's	Electrical Engineering Technology	2127	90	29 / 12	NA	NA	N/A	N/A
Associate of Applied Science	Academic Associate's	Graphic Communications Design	1058	90	23 / 6	NA	NA	N/A	N/A
Associate of Applied Science	Academic Associate's	Info Technology—Comp Network Systems	1058	90	31 / 7	68	63	66.6	70.5
Associate of Applied Science	Academic Associate's	Network Systems Administration	1058	90	39 / 27	NA	NA	N/A	N/A
Associate of Applied Science	Academic Associate's	Nursing	1537	104	3 / 20	NA	NA	N/A	N/A
Associate of Applied Science	Academic Associate's	Paralegal Studies	1040	96	6 / 5	NA	NA	N/A	N/A
Associate of Applied Science	Academic Associate's	Software Development Technology	1120	90	9 / 4	67.5	0%	65.1	0
Associate of Applied Science	Academic Associate's	Visual Communications	1120	96	11 / 7	68.4	73.7	65.2	50
Bachelor of Science	Bachelor's	Criminal Justice	1880	180	20 / 3	62.8	66.7	63.9	77.8
Bachelor of Science	Bachelor's	Digital Entertainment and Game Design	2110	180	2 / 2	89.2	69.2	81.5	29.4
Bachelor of Science	Bachelor's	Electrical Engineering and Communications Technology	2127	180	3 / 5	NA	NA	N/A	N/A
Bachelor of Science	Bachelor's	Information Systems and Cybersecurity	2164	180	11 / 1	NA	NA	N/A	N/A
Bachelor of Science	Bachelor's	Information Systems Security	2090	180	9 / 1	82.3	30.8	81.8	81.8
Bachelor of Science	Bachelor's	Project Management	2040	180	2 / 8	71.7	33.3	77.8	0%
Bachelor of Science	Bachelor's	Project Management and Administration	1940	180	33 / 1	NA	NA	N/A	N/A
Bachelor of Science	Bachelor's	Software Applications Development	2090	180	2 / 2	66.7	NG	100	NG
The following three programs are listed in the catalog but had no enrollment at the time of the visit.									
Bachelor of Science	Bachelor's	Business Management**	1896	180	0	0	0	N/A	N/A
Bachelor of Science	Bachelor's	Electronics & Communications Tech**	2110	180	0	71.4	50	95.5	88.9
Bachelor of Science	Bachelor's	Software Engineering Technology**	2090	180	0	100	100	100	40
TOTAL ENROLLMENT = 521									

**Campus administration informed the team that enrollment in these programs will start again when feasible.

NA = No enrollment in program during this CAR period

NG = No graduates from program during this CAR period

Bold = Retention rates below 62% and placement rates below 58% for 2011 CAR column

INTRODUCTION

The ITT Technical Institute in Bessemer, Alabama, is one of a network of co-educational, non-denominational private postsecondary educational institutions owned and operated by ITT Educational Services, Inc., (ITT/ESI) a Delaware corporation, headquartered in Carmel, Indiana. According to its web site, ITT Technical Institute currently has “over 130 campuses in 38 states in the United States.”

ITT Technical Institute opened in Birmingham in April 1994, and began offering an associate of applied science degree program of study in Electronics Engineering Technology in June 1994. Campus operations were moved to the current location in Bessemer, AL, in April 2005.

As shown in the table on the preceding page, at the time of the visit, the campus had a total enrollment of 521 students enrolled in 14 academic associate’s degree programs and 8 bachelor’s degree programs. Approximately 78% of those enrolled are full-time students, 22% are part-time; 78% of the students are classified as evening students, 22% as day students. The campus started seven new associate’s level programs and three new bachelor’s level programs in September 2011, and started an associate’s degree in Nursing program, June 2012.

The Campus Effectiveness Plan (CEP) updated in September 2012, reports that approximately 69% of the current student population is male, 31% female. This male/female ratio is consistent with other campuses offering a relatively high concentration of technical programs. Based on information self-reported by current students, the ethnic composition is roughly 32% African-American or Black, non-Hispanic; 28% Caucasian or White, non-Hispanic; and 2% Hispanic. However, about 38% of the students did not disclose ethnicity.

The campus had two programs that did meet student achievement requirements for retention during the 2011 CAR period and three programs that did not meet the placement rate requirement for the period. Following is a listing of the programs and the retention and placement rates reported on the 2011 CAR:

Retention Rate Below 62% for 2011 CAR

Associate’s degree in Computer & Electronics Engineering Technology = 59.8%

Associate’s degree in Criminal Justice = 60.1%

Placement Rate Below 58% for 2011 CAR

Associate’s degree in Computer Drafting and Design = 57.1%

Bachelor’s degree in Information Systems Security = 30.8%

Bachelor’s degree in Project Management = 33.3%

The 2011 CEP included an appropriate Program Improvement Plan for each of these programs.

Finally, the team was informed that there were 112 Bessemer campus students enrolled in 23 different ITT online courses at the time of the visit. All of the courses except for two are general education courses. Additionally, 71 students are enrolled in 20 different hybrid online courses.

1. MISSION

1.01 Response submitted by Academic Administrative Center

1.02 Response submitted by Academic Administrative Center

1.03 Response submitted by Academic Administrative Center

1.04 Response submitted by Academic Administrative Center

1.05 Are the mission statement and supporting objectives appropriately disclosed in the campus catalog and in other publications that are readily available and understandable to the public?

Yes No

1.06 Is the campus committed to successful implementation of its mission?

Yes No

CAMPUS EFFECTIVENESS

1.07 Does the campus have a current Campus Effectiveness Plan (CEP)?

Yes No

1.08 Does the campus have its own CEP, separate from the institution's IEP?

Yes No

1.09 Does the CEP describe the following?

The characteristics of the programs offered.

Yes No

The characteristics of the student population.

Yes No

The types of data that will be used for assessment.

Yes No

Specific goals to improve the educational processes.

Yes No

Expected outcomes of the plans.

Yes No

1.10 Are the following five required elements evaluated in the CEP?

Student retention.

Yes No

Student placement.

Yes No Not Applicable (new branch only)

Level of graduate satisfaction.

Yes No Not Applicable (new branch only)

Level of employer satisfaction.

Yes No Not Applicable (new branch only)

Student learning outcomes.

Yes No

1.11 Describe the student learning outcomes used by the campus in each program and how these outcomes are being assessed.

The CEP identifies and describes the following as measures of student learning outcomes that will be used for all students in all programs:

- Capstone Courses: Most of the programs use a capstone course to determine the level of students' understanding of the program objectives. The CEP includes the three-year grade average and the average grade for the capstone courses completed in March 2011 and December 2011.

- Capstone Assessment Data: For some programs, specific learning outcomes assessment is carried out through the application of assessment rubrics. The CEP contains capstone assessment data for capstone courses that have been offered during December 2011 and March 2012.
- Student Engagement: Student engagement is measured by student attendance and ability to complete program courses. Student engagement data is included in the CEP for schools of study for the December 2011 and March and June 2012 terms.
- Student Success: Student success is a measurement of the number of passing students divided by the number of student attempts in each course. Student success data for the most recent year is included in the CEP.

1.12 Are the following identified and described in the CEP?

The baseline data for each outcome.

Yes No Not Applicable

The data used by the campus to assess each outcome.

Yes No Not Applicable

How the data was collected.

Yes No Not Applicable

An analysis and summary of the data collected and an explanation of how the data will be used to improve the educational processes.

Yes No Not Applicable

1.13 Has the campus published annual placement and retention goals in its CEP that take into account its rates from the last three Campus Accountability (previously referred to as AIR) Reports and that demonstrate its ability to maintain or improve retention and placement outcomes?

Yes No

The CEP indicates the campus placement rate goal for the 2013 CAR period is 68% and the retention rate goal for this period is 69%.

1.14 Has the campus published specific activities that will be undertaken to meet placement and retention goals?

Yes No

1.15 Describe the specific activities that the campus will undertake to meet these goals.

To help achieve the placement rate goal of 69% for the campus, the career services team will:

- Focus on increased community awareness by continuing to participate in various activities of area chambers of commerce and encouraging faculty and staff to join and participate in the activities of appropriate field-related professional organizations.
- Provide resume, portfolio, and salary negotiation workshops for pre-graduates and graduates and will take the lead in facilitating visits of local employers to campus as guest speakers, program advisory committee members, and sponsors of field trips.
- Attend school chair and faculty meetings and functions, and conduct presentations as requested to increase student and faculty awareness of the many resources and help available from career services as students near graduation and begin their job search.

Following are some of the activities to be undertaken to achieve the campus retention rate goal of 69%:

- Conduct a rotation of visits and communications with first-year students, the "Right Track Initiative."
- Compile reports identifying students with challenges and intervene with student support services, the "Show We Care Initiative."
- Continue to offer and promote specific tutoring schedules for students, the "Tutoring Initiative."

1.16 Does the campus have documentation to show the following?

(a) That the IEP has been implemented.

Yes No

(b) That specific activities listed in the plan have been completed.

Yes No

(c) That periodic progress reports have been completed.

Yes No

- 1.17 Who is responsible for implementing and monitoring the CEP? Describe this individual's qualifications. If a committee is utilized please describe the committee.
Mr. Richard (Sean) Hart, director, is responsible for monitoring and implementation of the Campus Effectiveness Plan (CEP). He holds both a bachelor's and a master's degree in Communication from Auburn University, Auburn, AL. Mr. Hart has been director of the ITT Bessemer since April 2012. Prior to starting in his current position, he was employed in the private education industry as a district manager for three years and as a regional director of operations for four years for two other organizations.

The director works with a CEP team to develop, review, analyze, maintain, and monitor the CEP. The team consists of the director, dean, associate dean, director of finance, director of recruitment, director of career services, registrar, faculty representatives from each school of study, and management trainees.

- 1.18 Does the campus have documentation to show that the CEP is evaluated at least annually?
 Yes No

GENERAL COMMENTS:

A template for preparing the CEP at each campus is provided from the ITT corporate office to ensure CEPs are structured in standard format and consistent information and data related to outcomes is included. Most of the narrative for various sections of the CEP and virtually all of the tables/charts for reporting data are also standard and common to all campuses. The CEP becomes a "campus" plan because data in tables/charts throughout the standard template is unique to each campus. Of course, the summary and analysis of the data collected and presented in tables and charts for each campus is unique and specific to the campus, as are the action plans developed by the CEP team to respond to the findings of data collected for various outcome measures.

The team commends the campus director and CEP team for the quality of the current CEP. The team found the Bessemer CEP to be well done and evidenced the high level of effort and commitment the campus director and the CEP team have put into making the document reflective of campus plans and goals. The group meets regularly to work on the CEP and the outcome of their efforts is a very usable plan that reflects the current campus environment. As previously stated, "CEP process is a systematic and ongoing process to implement continuous improvement, determine internal effectiveness, assess progress and change, communicate outcomes, and demonstrate regulatory compliance. This is accomplished by collecting analyzing, and acting on data and information related to the goals and initiatives developed to support the ITT Technical Institute's mission and philosophies."

2. ORGANIZATION

- 2.01 (a) **Response submitted by Academic Administrative Center**

- 2.01 (b) **Response submitted by Academic Administrative Center**

- 2.01 Is the following information regarding the campus appropriately stated in the catalog?

(c) Names of the administrators.

Yes No

- 2.02 Does the campus:

(a) Adequately train its employees?

Yes No

(b) Provide them with constant and proper supervision?

Yes No

(c) Evaluate their work?

Yes No

- 2.03 Is the administration of the campus efficient and effective?

Yes No

- 2.04 Does the campus maintain written documentation to show that faculty and staff members:

(a) Clearly understand their duties and responsibilities?

Yes No

(b) Know the person to whom they report?

Yes No

(c) Understand the standards by which the success of their work is measured?

Yes No

2.05 Does the administration maintain documentation of the evaluation of the faculty and staff?

Yes No

2.06 Has the campus adopted a policy on academic freedom that has been communicated to the faculty?

Yes No

2.07 Does the campus have an appropriate grievance policy for faculty and staff?

Yes No

2.08 Does the campus catalog or the student handbook contain an appropriate grievance policy for students that includes the name and address of ACICS?

Yes No Not Applicable (initial applicants only)

2.09 **Response submitted by Academic Administrative Center**

GENERAL COMMENTS:

As noted in the self-study narrative, all campuses owned and operated by ITT have the same management structure. A director acts as the general manager with the directors of academic affairs, career services, finance, and recruitment and the registrar reporting directly to that individual. The campus director reports to a district manager, who in turn reports to the senior vice president of operations at ITT. The Bessemer senior campus administrators are all relatively new in their current positions. However, based on review of materials and spending time reviewing and observing operations during the visit, the team observed there is a spirit of mutual respect between and among the campus administrators, faculty, staff, and students, and staff that leads to a collaborative effort in developing and implementing processes and procedures to better serve and achieve the Bessemer campus and ITT institutional mission and goals.

3. ADMINISTRATION

3.01 Is there evidence that the chief on-site administrator(s) or the self-study coordinator for the campus attended an accreditation workshop within 18 months prior to the final submission of the self-study?

Yes No

3.02 Are all staff well trained to carry out administrative functions?

Yes No

3.03 Who is the on-site administrator, and what are this person's qualifications?

Mr. Richard (Sean) Hart, director, is the on-site administrator for the Bessemer campus. As stated in Section 2 of this report, he holds both bachelor's and master's degree in Communication from Auburn University, Auburn, AL. Mr. Hart has been director of the ITT Bessemer since April 2012. Prior to starting in his current position, he was employed in the private education industry as a district manager for three years and as a regional director of operations for four years by two other organizations.

3.04 Does the campus list degrees of staff members in the catalog?

Yes No

3.05 Is there evidence that the campus keeps adequate records to support the following administrative operations?

(a) Response submitted by Academic Administrative Center

(b) Admissions.

Yes No

(c) **Response submitted by Academic Administrative Center**

(d) **Response submitted by Academic Administrative Center**

(e) Guidance.

Yes No

(f) Instructional resources.

Yes No

(g) Supplies and equipment.

Yes No

(h) The school plant.

Yes No

(i) Faculty and staff.

Yes No

(j) Student activities.

Yes No

(k) Student personnel.

Yes No

3.06 **Response submitted by Academic Administrative Center**

The campus does not admit ability-benefit-students.

3.11 Do student files contain evidence of graduation from high school or the equivalent?

Yes No

3.12 Are appropriate transcripts maintained for all students?

Yes No

3.13 Is the grading system fully explained on the transcript, and is it consistent with the grading system that appears in the campus catalog?

Yes No

3.14 Are student records protected from theft, fire, water damage, or other possible loss?

Yes No

3.15 Does the campus maintain transcripts for all students indefinitely?

Yes No

3.16 Does the campus maintain admissions data and other records for at least five years from the last date of attendance for all students?

Yes No

GENERAL COMMENTS:

Virtually all of the policies and procedures used to administer the many campuses of ITT come from the corporate level. Based on review and observation of operations while on the campus, the team observed the current functional area leaders and staff are well prepared and trained to carry out the administrative functions they are assigned. Administrative functions at the campus are generally coordinated and carried out to serve the educational mission and objectives of ITT as well as to meet the needs of the students and others involved in the educational activities at the Bessemer campus.

4. RELATIONS WITH STUDENTS

4.01 How many student files were reviewed during the evaluation?

The team reviewed 50 student files during the evaluation.

4.02 How does the institution ensure that its student relations reflect high ethical standards?

A student complaint and grievance policy is presented to each student at enrollment. Students are made aware of whom to express and address any concerns that may arise. The campus responds immediately and if not resolved at the first level, concerns are escalated to the campus dean, campus director and/or the campus' corporate office. The campus utilizes an ethics hotline which is confidential and anonymous. The campus administrators ask students about their experiences through numerous surveys. The staff is committed to excellence in customer service and works to ensure students are satisfied with their experience at the Bessemer campus.

- 4.03 Does the campus have appropriate admissions criteria?
 Yes No
- 4.04 Does the campus contract with third parties for admissions and recruiting purposes?
 Yes No
- 4.05 Is there evidence to document that admissions criteria are applied consistently to all students admitted under the same version of the admissions criteria (e.g., that students admitted into specific programs for the same start date are admitted under the same admissions criteria)?
 Yes No
- 4.06 **reviewed at AAC**
- 4.07 Is the admissions policy publicly stated?
 Yes No
- 4.08 Is the admissions policy administered as written?
 Yes No
- 4.09 Who is responsible for the oversight of student recruitment at the campus and what are this person's qualifications?
 Mr. Derek Thomas is the manager of recruitment at the campus. He holds a bachelor's degree in Humanities/Social Sciences from Auburn University, Montgomery, AL, and a master's degree in Education, specializing in Enrollment Management from Capella University. Mr. Thomas joined the ITT Technical College (ITT) Birmingham campus in July 2012. Prior to joining ITT, Mr. Thomas had four and a half years of experience in admissions at several other proprietary schools.
- 4.10 Describe the process for the recruitment of new students.
 The academic administrative center (AAC) and the campus market to prospective students through a number of methods including internet, television and radio advertising, direct mail, representative-generated personally developed leads and referrals. Individual inquires are directed to the school from the AAC. At that point, the leads are contacted by a representative who engages them in a series of consistent explorative questions, and invites the prospective student to the campus for a meeting, a campus tour, and the opportunity to complete an application. The campus also employs a representative who focuses on developing relationships with high school administrators, faculty, and other key influencers within the community to raise the awareness of the programs of study.
- Are these recruiting practices ethical and compatible with the educational objectives of the institution?
 Yes No
- 4.11 Are individuals engaged in admissions or recruitment activities communicating current and accurate information regarding the following?
 (a) Courses and programs.
 Yes No
 (b) Services.
 Yes No
 (c) Tuition.
 Yes No
 (d) Terms.
 Yes No
 (e) Operating policies.
 Yes No
- 4.12 Does the institution use prospective student names obtained as a result of a survey, canvass, or promise of future employment or income while a student, or as a result of other marketing activity?
 Yes No

- 4.13 Does the state in which the campus operates require representatives to be licensed or registered?
 Yes No
 If Yes, is evidence of licensure or registration on file?
 Yes No
- 4.14 Are the titles of recruitment and enrollment personnel appropriate?
 Yes No
- 4.15 Does someone other than recruitment and enrollment personnel make final decisions regarding financial aid eligibility, packaging, awarding, and disbursement?
 Yes No
- 4.16 Are all recruiters supervised by the campus to ensure that their activities are in compliance with all applicable standards?
 Yes No
- 4.17 **reviewed at AAC**
- 4.18 Is there evidence that the campus properly awards transfer of credit?
 Yes No Not Applicable
- 4.19 Does the campus publicize its transfer credit policies, including policies related to accepting transfer credit from another institution?
 Yes No
- 4.21 Is the standards of satisfactory academic progress policy published in the catalog?
 Yes No
 If Yes, state the page number(s) where the standards of satisfactory academic progress policy is published?
 The standards of satisfactory academic progress (SAP) policy is published on pages 76-81 of the catalog that was used during the evaluation.
- 4.22 Does the standards of satisfactory academic progress (SAP) policy published in the catalog contain the following?
 (a) A definition of the maximum time frame allowed for students to complete a program as 1.5 times the normal program length.
 Yes No
 (b) A schedule that designates the minimum percentage of work that a student must successfully complete at the end of each evaluation increment to complete the program within the maximum time frame.
 Yes No
 (c) Procedures for re-establishing satisfactory academic progress.
 Yes No
 (d) A definition of the effects of the following on the CGPA and successful course-completion percentage:
 Withdrawals.
 Yes No
 Incomplete grades.
 Yes No
 Repeated courses.
 Yes No
 Non-punitive grades.
 Yes No Not Applicable (institution does not offer)
 Non-credit or remedial courses.
 Yes No Not Applicable (institution does not offer)
 A probationary period.
 Yes No
 An appeal process.
 Yes No
 An extended-enrollment status.
 Yes No Not Applicable (institution does not offer)

The effect when a student changes programs.

Yes No Not Applicable (institution only offers one program of study)

The effect when a student seeks to earn an additional credential.

Yes No Not Applicable (institution only offers one credential)

The implications of transfer credit.

Yes No

- 4.23 Does the campus apply its SAP standards consistently to all students?
 Yes No
- 4.24 Are students who are not making satisfactory academic progress properly notified?
 Yes No Not Applicable (no students are in violation of SAP)
- 4.25 Is SAP evaluated at the end of each academic year or at 50% of the normal program length if the program is one academic year in length or shorter?
 Yes No
- 4.26 Is SAP evaluated at the end of the second academic year and at the end of each subsequent academic year where students must have a minimum CGPA of 2.0 on a scale of 4.0 or its equivalent?
 Yes No Not Applicable (all programs are one year or less)
- 4.27 Are students who are not making satisfactory academic progress at the end of the second year dismissed?
 Yes No Not Applicable (all programs are less than two years)
- 4.28 Are qualitative and quantitative components evaluated cumulatively for all periods of a student's enrollment?
 Yes No
- 4.29 Are students allowed to remain on financial aid during the probationary period?
 Yes No Not Applicable (institution does not participate in financial aid)
 If Yes, is the student informed of this policy?
 Yes No
- 4.30 Are students whose appeals are granted due to mitigating circumstances placed on probation and considered to be making satisfactory academic progress?
 Yes No
- 4.31 Are students who are placed in an extended-enrollment status denied eligibility for federal financial aid (unless there are mitigating circumstances)?
 Yes No Not Applicable (institution does not have extended enrollment and/or does not participate in financial aid)
- 4.32 Do credits attempted during the extended-enrollment status count toward the 1.5 times of normal program length?
 Yes No Not Applicable (institution does not have extended enrollment)
- 4.33 For students who have exceeded one and one-half times the standard time frame and were awarded the original credential, were any additional financial obligations waived?
 Yes No Not Applicable (there is no such student)
- 4.34 Are students required to have a minimum CGPA of 2.0 or its equivalent upon graduation from all programs?
 Yes No
- 4.35 Who is responsible for the administration of satisfactory academic progress, and what are this person's qualifications?

Mr. R. Carlo Romano, dean, is responsible for the administration of SAP at the campus. Mr. Romano holds a bachelor's and a master's degree in Communications from University of Alabama at Birmingham. He has previous management experience at General Electric, served as a lobbyist in Washington, DC for nearly three years, and owned and operated a software firm for 12 years. Mr. Romano has served on advisory boards for several colleges in the Birmingham area since 1998. He joined ITT in 2009 as an adjunct instructor, became a full time instructor and school chair, and advanced to his current position as the dean in 2011.

- 4.36 Does the institution encourage and assist students who are experiencing difficulty in progressing satisfactorily in their programs?
 Yes No
- 4.37 **reviewed at the institution level**
- 4.38 Does the institution fully disclose the terms, conditions, and application procedures regarding institutional scholarship and grant programs in its catalog?
 Yes No Not Applicable (institution offers loans only)
- 4.39 Are all similarly circumstanced students who enrolled at the same time and in the same programs charged the same tuition and fees?
 Yes No
- 4.40 Do the financial records of students clearly show the following?
 (a) Charges.
 Yes No
 (b) Dates for the posting of tuition.
 Yes No
 (c) Fees.
 Yes No
 (d) Other charges.
 Yes No
 (e) Payments.
 Yes No
 (f) Dates of payment.
 Yes No
 (g) The balance after each transaction.
 Yes No
- 4.41 Are tuition and fees clearly stated on the enrollment agreement or in the catalog?
 Yes No
 If Yes, have students confirmed receiving a copy of the catalog or enrollment agreement (if one is used)?
 Yes No Not Applicable
- 4.42 Is the effective date listed on announcements of changes in tuition and fees?
 Yes No Not Applicable (institution has not changed tuition or fees)
- 4.43 Is the institution's refund policy published in the campus catalog?
 Yes No
- 4.44 Is the refund policy fair, equitable, and applicable to all students?
 Yes No
- 4.45 Is the campus following its stated refund policy?
 Yes No
- 4.46 Does the campus offer financial aid?
 Yes No (Skip to Question 4.53.)

- 4.47 Who is responsible on-site for administering student financial aid, and what are this person's qualifications?
Ms. Pamela Conard is the director of finance at the campus. She is currently pursuing a bachelor's degree in Elementary Education from Victory College. Ms. Conard has 12 years of retail sales and management experience, as well as, 9 years of financial aid experience at several other proprietary schools. She joined ITT as the director of finance in April 2012.
- 4.48 Is the person who determines the amount of student awards not also responsible for disbursing those awards?
 Yes No
- 4.49 Are final student financial aid award determinations made by administrative individuals who are not responsible for recruitment?
 Yes No
- 4.50 Is the financial aid administrator a member of a state, regional, or national financial aid association and up to date on procedures and changes in the field?
 Yes No
- 4.51 Describe how the financial aid office stays current with regulation and policy changes in financial aid (include all appropriate memberships in professional organizations held by this individual).
In order to keep up to date with financial aid changes, the director of finance and financial aid representatives participate in financial aid training seminars and quarterly conference calls conducted by the corporate AAC. Ms. Conard, director of finance, is a current member of the Alabama Association of Student Financial Aid Administrators and participates in their annual conferences. She and her team review the US Department of Education's Information for Financial Aid Professionals (IFAP) website, and attend Federal Student Aid conferences.
- 4.52 Is there evidence that the financial aid administrator regularly participates in professional awareness activities?
 Yes No
- 4.53 Does the campus provide discounts for cash received in advance of the normal payment schedule?
 Yes No (Skip to Question 4.54.)
- 4.54 Describe the student services offered by the campus such as, but not limited to, structured tutoring, academic or personal counseling, student orientation, etc.
The campus offers a variety of student services. Tutoring is offered to all students and can be scheduled in the learning resource center (LRC), with any instructor or the program chair. An orientation is held for all new students, during which time they are introduced to the department chairs; and attend academic affairs' presentations on the campus catalog, academic policies, and graduation, and small group discussions led by the program chairs. Academic and attendance counseling is conducted by instructors, program chairs or deans as needed or as requested by the student.
- 4.55 Are follow-up studies on graduate and employer satisfaction conducted at specific measuring points following the placement of the campus' graduates?
 Yes No Not Applicable
- 4.56 Does the campus have a written policy that accurately reflects the U.S. Department of Education's definition of a credit hour for credit hour programs and/or clock-to-credit hour programs, including conversion ratios?
 Yes No
- 4.57 Who is the person on staff responsible for the oversight of counseling students on employment opportunities, and what are this person's qualifications?
Ms. Courtney Waldron is the director of career services. She holds a bachelor's degree in Organization Management from Roberts Wesleyan College and is currently pursuing a master's degree in Business Management from ITT, and has been the director of career service since January 2012. Ms. Waldron has 13 years of retail sales, management and training experience. Prior to joining ITT, she worked in a call center as a sales, customer service, and interview and development trainer.
- 4.58 Does the institution offer employment assistance to all students?

Yes No Not Applicable (institution enrolls only international students on a student visa)

4.59 Does the campus use placement percentages or salary projections as part of its recruiting activities?

Yes No

4.60 Is the beginning enrollment on the most current Campus Accountability Report (CAR, previously referred to as the AIR) the same as the ending enrollment reported on the previous year's CAR?

Yes No

4.61 Was the team able to verify the retention rate for the campus and for each program as reported on the Campus Accountability Report (CAR) last submitted to the Council?

Yes No Not Applicable

4.62 Are students who receive financial aid counseled concerning their student loan repayment obligations?

Yes No

4.63 Describe the process the campus utilizes to ensure that students are counseled concerning their student loan repayment obligations.

The campus promotes student loan repayment early in the enrollment process. Each borrower completes student loan entrance counseling utilizing smart forms. At the time a student separates from the campus an exit interview is conducted covering responsibilities to student loans, an overview of balances due for loans, the grace period for loans, and a review of payment options; contact numbers and email addresses of lending institutions are also provided to student. Exit interview documents are sent by certified mail if a student is unavailable to attend an on campus interview.

4.64 Describe the extracurricular activities of the institution (if applicable).

Students are encouraged to participate in a variety of campus-sponsored extracurricular activities including student clubs and professional organizations, such as the Electronics Technology Association (ETA), Criminal Justice (CJ), and student ambassadors; community development initiatives, such as blood drives and United Way activities; and other events, such as a fall fest and student appreciation weeks that are held throughout the year.

5. EDUCATIONAL ACTIVITIES

5.01 Are the credentials awarded by the campus in compliance with its accreditation approval and in compliance with applicable state laws?

Yes No

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5.02 Who is assigned to oversee the educational activities of all programs at the campus, and what are this person's qualifications?

Mr. R. Carlo Romano, dean of academic affairs, oversees the educational activities of all academic programs at the campus. He is supported by, and works directly with, Ms. Dawn Powers, associate dean, and the five school program chairs to direct and carry out the academic and educational activities. As previously stated, Mr. Romano holds a bachelor's and a master's degree in Communications from University of Alabama at Birmingham. He has previous management experience at General Electric, served as a lobbyist in Washington, DC for nearly three years, and owned and operated a software firm for 12 years. Mr. Romano has served on advisory boards for several colleges in the Birmingham area since 1998. He joined ITT in 2009 as an adjunct instructor, became a full time instructor and school chair, and advanced to his current position as the dean in 2011.

5.03 Does this person have appropriate academic or experiential qualifications?

Yes No

5.04 Describe how the institution makes provisions for program administrators to have sufficient authority and responsibility for the development and administration of the programs.

The dean of academic affairs, Mr. Romano, holds a full-time administrative position, and is primarily responsible for student relations, curriculum implementation, teacher evaluations, professional growth and in-service activities, assistance with employment of academic staff, and library services. The dean's job description clearly identifies his role and academic operations' responsibilities. As previously stated, the associate dean, Ms. Powers, and five school chairs assist Mr. Romano in the administration of the academic programs; they are limited to teaching two classes per term to allow sufficient time to be allocated to their administrative duties.

5.05 Is the time devoted to the administration of the educational programs sufficient?

Yes No

5.06 Is there a published policy on the responsibility and authority of faculty in academic governance?

Yes No

5.07 - reviewed at AAC

5.08 Is there evidence that this policy has been adopted and faculty members are aware of it?

Yes No

5.09 Does the campus have any programs that carry specialized or programmatic accreditation?

Yes No (Skip to question 5.10)

5.10 Are the educational programs consistent with the campus mission and the needs of its students?

Yes No

If No, insert the section number in parentheses and explain:

5.11 Do the formation of policies and the design of educational programs involve students, graduates, administrators, faculty, and other interested parties such as advisory committees?

Yes No

5.12 What provisions are made for individual differences among students?

The following provisions are made for individual differences among students:

- Students with disabilities are encouraged to meet with the student disabilities coordinator to discuss and/or learn about accommodations. The student's decision to use these services is voluntary.
- Instructors utilize a variety of teaching strategies and methods to accommodate diverse learning styles and individual differences among students in the classroom.
- The campus has an extensive tutoring program that can be accessed by both teachers and students; sign-up sheets are located in the LRC, and faculty conduct the tutoring.
- Every 3rd, 6th, and 9th week of each term, a grade assignment report is given to each student to assist them in determining the need for additional academic support.
- Students have the option to take general education courses through online delivery.

5.13 Describe the system in place to evaluate, revise, and make changes to the curriculum.

Curriculum development and revision are conducted under the guidance and oversight of the ITT national curriculum committee (NCC). A district chair is assigned to each program, each district has one member on the NCC, and districts hold scheduled conference calls to gain input from individual campuses and instructors. Mr. Jason Noah, Bessemer faculty, represents the district general education / composition areas. In addition, each faculty member has access to the faculty collaboration portal, which provides direct communication with other instructors or corporate staff; faculty are encouraged to make suggestions and recommendations to campus chairs and deans; and ITT has a policy that allows faculty to add up to 20% of additional content to the syllabus and learning outcomes for the courses they teach.

5.14 Does the faculty participate in this process?

Yes No

5.15 reviewed at AAC

5.16 If the institution awards academic credit to students who demonstrate subject competency based on academic, occupational, or personal experiences, is there an established systematic method for evaluating and awarding academic credit to which the campus adheres?

Yes No NA (institution does not award such credit)

If Yes, is there appropriate documentation of the assessments of knowledge, skills, or competencies required?

Yes No

5.17 Are courses and breaks scheduled appropriately, given the students' academic background and the coursework involved?

Yes No

If No, insert the section number in parentheses and explain:

5.18 Are the following appropriate to adequately support the number and nature of the general education courses? (If only nondegree programs are offered with no general education courses, skip to 5.19)

Facilities

Yes No

Instructional equipment

Yes No

Resources

Yes No

Personnel

Yes No

5.19 Does the campus provide an environment for its faculty that is conducive to effective classroom instruction?

Yes No

5.20 Are the quantity and type of instructional materials and equipment proportionate to the size of the campus and types of programs?

Yes No

5.21 Based on the team's observation of the instructional materials used, interviews with students and faculty, and a review of software licenses, is the campus in compliance with applicable licensing and copyright laws?

Yes No

5.22 Are official transcripts for all qualifying credentials and for those credentials listed in the catalog on file for all instructors?

Yes No

5.23 Have faculty transcripts from institutions not accredited by agencies recognized by the United States Department of Education been translated into English and evaluated by a member of the Association of International Credential Evaluators (AICE) or the National Association of Credential Evaluation Services (NACES) to determine the equivalency of the credentials to credentials awarded by institutions in the United States?

Yes No Not Applicable (no faculty members hold foreign credentials)

5.24 Is there documented evidence of a systematic program of in-service training at the campus?

Yes No

If Yes, how is this documented?

Faculty members sign in-service attendance sheets, and their participation is documented in each faculty's file. If they are unable to attend a scheduled in-service, the faculty is required to complete an e-campus course on the topic that was presented.

5.25 Is there evidence that appropriate faculty development plans have been developed and implemented annually, including documentation to support completed activities listed on the plans?

Yes No

- 5.26 Is there evidence that full-time and part-time instructors participate in regularly scheduled faculty meetings?
 Yes No
- 5.27 Is there an adequate core of full- and/or part-time faculty to assure sound direction and continuity of development for the educational programs?
 Yes No
- .28 Are instructors teaching general education courses assigned in keeping with the minimum requirements as stated in the Accreditation Criteria?
 Yes No
- 5.31 **reviewed at AAC**
- 5.32 **reviewed at AAC**
- 5.33 Are at least one-half of all courses that are part of each associate's degree program taught by faculty members who have graduate degrees, professional degrees, or bachelor's degrees plus professional certification?
 Yes No
- 5.34 **reviewed at AAC**
- 5.35 **reviewed at AAC**
- 5.36 Are at least one-half of all lower-division subjects and all upper-division courses that are part of the bachelor's degree program taught by faculty members who have graduate degrees, professional degrees, or bachelor's degrees plus professional certification?
 Yes No

6. EDUCATIONAL FACILITIES

- 6.01 Describe the physical facility of the campus (include details such as campus location, square footage, distribution of space, parking situation and any other pertinent information).
 The campus conducts operations in approximately 34,000 square feet of space in a single-story, brick building in Bessemer, west of Birmingham, near the Morgan Road Exit at Interstate 459. The educational space in the building consists of 13 theory classrooms, 5 general computer labs, 3 electronics labs, 1 lab designated for Criminal Justice and science, a dedicated lab for the new Nursing program, and a relatively large library (LRC) space. Administrative offices and open work space are located in the front part of the building near the reception area for ease of access to the various student service offices. Ample parking is conveniently located adjacent to the building.
- 6.02 Does the campus utilize any additional space locations?
 Yes No
- 6.03 Does the campus utilize learning sites?
 Yes No
- 6.04 Are all facilities (including additional space and learning-site locations) appropriate for the size of the student population and the programs offered?
 Yes No
- 6.05 Are the following appropriate to support the student population and the programs offered at all locations (including additional space and learning-site locations)?
- (a) Equipment.
 Yes No
- (b) Instructional tools.
 Yes No

(c) Machinery.

Yes No

6.06 Is there evidence on file to show that all institutional facilities are in compliance with fire, safety, and sanitation regulations?

Yes No Not Applicable

7. PUBLICATIONS

7.01 What catalog was used during the evaluation (please include the year, number, and volume if appropriate)?

The catalog used during the evaluation is the ITT Bessemer, AL, 2012 -2013 Catalog, volume 45, published September 19, 2012 with an effective date of 9/19/2012 – 9/19/2013.

7.02 Does the self-study accurately portray the campus?

Yes No

7.03 Does the campus publish a catalog that is appropriately printed and bound and provided to all enrolled students?

Yes No

7.04 Does the catalog contain the following items?

(a) A table of contents and/or an index.

Yes No

(b) An indication of the year or years for which the catalog is effective on the front page or cover page.

Yes No

(c) The names and titles of the administrators.

Yes No

(d) A statement of legal control which includes the names of trustees, directors, and officers of the corporation.

Yes No

(e) A statement of accreditation

Yes No Not Applicable (initial applicant)

(f) A mission statement.

Yes No

(g) A listing of full-time faculty members which lists all qualifying credentials held along with the awarding institution and the area of teaching specialization.

Yes No

(h) An academic calendar.

Yes No

(i) A full disclosure of the admission requirements.

Yes No

(j) A statement for each curriculum offered that includes a statement of objective or purpose; an accurate and complete listing of all courses in the curriculum with a unique identifying number and title, the credit or clock hours awarded; the total credit or clock hours required to complete the curriculum; any necessary requirements for certification, licensing, or registration needed to work in the field; and any additional requirements that must be met to complete the curriculum.

Yes No

(k) A description of each course offered that includes the identifying number, title, credit or clock hours awarded, a concise description of the course contents, and any necessary prerequisites.

Yes No

(l) An explanation of the grading system that is consistent with the one that appears on the student transcript.

Yes No

(m) A definition of the unit of credit.

- Yes No Not Applicable (The institution does not award credit)
- (n) A complete explanation of the standards of satisfactory academic progress.
 Yes No
- (o) A description of the certificates, diplomas, and/or degrees awarded along with a statement of the requirements necessary for completion of each.
 Yes No
- (p) The transfer of credit policy.
 Yes No
- (q) A statement of the tuition, fees, and any other charges.
 Yes No
- (r) A complete and accurate listing of all scholarships offered.
 Yes No Not Applicable (no scholarships offered)
- (s) The refund policy.
 Yes No
- (t) A statement describing the student services offered.
 Yes No
- (u) A student grievance policy that includes the name and address of ACICS (may be in the student handbook instead of catalog).
 Yes No Not Applicable (initial applicants only)

7.05 Does the institution offer degree programs?

Yes No

If Yes, does the catalog contain the following?

(a) An explanation of the course numbering system (for all levels).

Yes No

(b) Identification of courses that satisfy general education requirements (for occupational associate's, academic associate's, and bachelor's degrees only).

Yes No

(c) Identification of courses that satisfy the concentration requirements (for academic associate's and bachelor's degrees only).

Yes No

(d) Identification of courses that satisfy the upper-division (for bachelor's degrees only).

Yes No

7.06 Does the institution offer courses and/or programs via distance education?

Yes No (Skip to Question 7.07.)

If Yes, does the catalog contain the following?

(a) A description of each mode of delivery used for distance education courses.

Yes No

(b) Any additional or different admissions requirements for students taking distance education courses.

Yes No Not Applicable (there are no additional or different admissions requirements)

(c) A description of any tests used to determine access to distance education.

Yes No Not Applicable (no additional tests are given)

(d) A description of the resources and equipment the students must have to avail themselves of distance education instruction.

Yes No

(e) Costs and fees associated specifically with distance education.

Yes No Not Applicable (there are no additional costs and fees)

If No for any item, insert the section number in parentheses and explain:

While this campus does not deliver courses and/or programs through distance education; online courses are offered for students through ITT in Carmel, Indiana.

7.07 Does the catalog contain an addendum/supplement?

Yes No (Skip to Question 7.08.)

7.08 Is the catalog available online?

- Yes No (Skip to Question 7.09.)
 If Yes, does it match the hard copy version?
 Yes No

7.09 Does the campus utilize a multiple-school catalog?
 Yes No (Skip to Question 7.10.)

7.10 Is all advertising and promotional literature, including the campus' Web site, truthful and dignified?
 Yes No

7.11 Is the correct name of the campus listed in all advertising, web postings and promotional literature?
 Yes No

7.12 Where does the campus advertise (publications, online, etc.)?
 The campus advertises on the internet, radio, and television, and through direct mail.

Are the advertisements under acceptable headings?
 Yes No

7.13 Does the campus use endorsements, commendations, or recommendations in its advertising?
 Yes No (Skip to Question 7.14.)

If Yes, is there evidence that prior consent was obtained and that remuneration was not made for the consent or the use of the advertisement?
 Yes No

7.14 Does the campus utilize services funded by third parties?
 Yes No (Skip to Question 7.15.)

7.15 Does the campus avoid offering monetary incentives to attract students or for failure in job placement?
 Yes No

7.16 Is the phrase "for those who qualify" properly referenced in all advertising that mentions financial aid?
 Yes No Not Applicable (institution does not participate in financial aid)

8. LIBRARY, INSTRUCTIONAL RESOURCES, AND TECHNOLOGY

8.01 Does the campus develop an adequate base of library resources?
 Yes No

8.02 Does the campus ensure access of library resources to all faculty and students, including students at nonmain campuses?
 Yes No

8.03 Does the campus provide training and support to faculty and students in utilizing library resources as an integral part of the learning process?
 Yes No

8.04 Are adequate staff provided to support the development, organization of the collection, and access of library resources?
 Yes No

8.05 **Reviewed at AAC**

8.06 **Reviewed at AAC**

8.07 **Reviewed at AAC**

8.08 Reviewed at AAC

8.09 What portion of the current year's library budget has been spent and how has the money been allocated?
The 2012 library budget is \$12,995. As of the date of the visit, \$10,995 had been spent on virtual library resources, and \$471.35 on print-copy publications.

8.10 Is there evidence that the faculty have major involvement in the selection of library resources?
 Yes No

8.11 Are the library hours adequate to accommodate the needs of all students?
 Yes No

8.12 Reviewed at AAC

8.13 Is the Dewey Decimal, Library of Congress, or other appropriate system of classification used to organize the library materials?
 Yes No

8.14 Reviewed at AAC

8.15 If interlibrary agreements are in effect, are the provisions appropriate, do they ensure practical use and accessibility to the students, and is evidence of student use documented?
 Yes No Not Applicable (no interlibrary agreements)

8.16 Reviewed at AAC**8.17 Reviewed at AAC****8.18 Reviewed at AAC****8.19 Reviewed at AAC****8.21 Reviewed at AAC**

8.22 Is documentation on file to reflect the librarian's participation in professional growth activities?
 Yes No

8.23 Are the hours the library is open adequate to accommodate the needs of all students?
 Yes No

8.24 Does the library make available appropriate reference, research, and information resources to provide basic support for curricular and educational offerings and to enhance student learning?
 Yes No

9. PROGRAM EVALUATION**Academic Associate's Degree in Business Management**

9.01 See response from AAC
(a) See response from AAC
(b) See response from AAC
(c) See response from AAC
(d) See response from AAC

9.02 Who is assigned to administer the academic program(s), and what are this person's qualifications?

Currently, the campus does not have a director for the Business Management program. Mr. R. Carlos Romano, dean, is the interim program director. As previously stated, Mr. Romano holds a bachelor's and a master's degree in Communications from University of Alabama at Birmingham. He has previous management experience at General Electric, served as a lobbyist in Washington, DC for nearly three years, and owned and operated a software firm for 12 years. Mr. Romano has served on advisory boards for several colleges in the Birmingham area since 1998. He joined ITT in 2009 as an adjunct instructor, became a full time instructor and school chair, and advanced to his current position as the dean in 2011.

- 9.03 Does this individual possess appropriate academic or experiential qualifications?
 Yes No
- 9.04 Is there evidence that the program administrator has sufficient authority and responsibility for the administration of the educational program(s)?
 Yes No
- 9.05 Are the time and resources devoted to the administration of the educational program(s) sufficient?
 Yes No
- 9.06 Does the program meet the needs of its students and the requirements of the council as shown by student achievement outcomes which meet or exceed the standards for the following areas:
 (a) Student retention rate of 62%
 Yes No Not applicable (new branch only)
 (b) Student placement rate of 58%
 Yes No Not applicable (new branch only)
 If No for either item or if the data is not available, does the Campus Effectiveness Plan (CEP) include data, analysis and activities to meet or exceed the relevant standard:
 Yes No
 If No insert section numbers 2-1-809, 3-1-512 and 3-1-111 in parentheses and explain:
 There were no graduates reported on the 2011 CAR.
- 9.07 List the community resources and how they are utilized to enrich the program(s).
 The first classes were offered in the program in March 2012, about six months before the visit; and students have been completing primarily general education courses to date. Thus, the use of community resources has been a function of activities in those courses as well as career fairs and other campus activities provided for all students.
- 9.08 Are these resources sufficient?
 Yes No
- 9.09 **Reviewed at AAC**
- 9.10 Does the catalog and/or other advertising material such as brochures and web site, accurately describe the program and its objectives?
 Yes No
- 9.11 For programs that include practica, externships, or internships, does the institution have a written and mutually signed agreement that outlines the arrangement between the institution and the practicum site, including specific learning objectives, course requirements, and evaluation criteria?
 Yes No NA, (these elements are not part of the program or no student is far enough along in the program)
- 9.12 **Reviewed at AAC**
- 9.13 Are independent studies used appropriately, and is there a signed contract that meets Council standards?
 Yes No NA
- 9.14 **Reviewed at AAC**
- 9.15 Are course prerequisites being followed?

Yes No

9.16 Is an appropriately detailed syllabus on file for each course that includes:

(a) Title and course descriptions

Yes No

(b) Course numbers

Yes No

(c) Course prerequisites and/or corequisites

Yes No

(d) Instructional contact hours/credits

Yes No

(e) Learning objectives

Yes No

(f) Instructional materials and references

Yes No

(g) Topical outline of the course

Yes No

(h) Instructional methods

Yes No

(i) Assessment criteria

Yes No

(j) Method of evaluating students

Yes No

(k) Date the syllabus was last reviewed

Yes No

For campuses participating in Title IV that have lecture courses in credit hour programs or clock-to-credit hour programs only:

(l) Out-of-class work assignments that support the learning objectives for the course

Yes No

(m) A description of the minimum amount of time a student is expected to spend on completion of the work assignments

Yes No

If No, insert the section number in parentheses, list the courses, and explain:

(Section 3-1-513(a) and Glossary): Course syllabi do not include out-of-class work assignments that support the learning objectives for a majority of the program courses.

9.17 Do students confirm that they receive a course syllabus and that it is followed?

Yes No

9.18 Are the courses available when needed by the student in the normal pursuit of a program of study?

Yes No

9.19 Was the team able to verify the backup documentation to support the placement rate for the program(s) as reported on the last Campus Accountability Report (formerly AIR) submitted to the Council?

Yes No NA, (there have been no graduates)

9.20 Was documentation on file to verify graduates classified on the CAR as “not available for placement”?

Yes No Not Applicable

9.21 Does the campus participate in Title IV financial aid?

Yes No (Skip to question 9.24)

9.22 Does the campus have written documentation of procedures for developing the application of the U.S. Department of Education’s definition of a credit hour?

Yes No Not Applicable (Clock hour programs only)

If Yes, briefly describe the procedures.

The campus definition of a credit hour is included in the "Credit Hour" section on page 66 of the catalog in effect and used during the evaluation visit.

- 9.23 Is there evidence that out-of-class work or the equivalency is being evaluated?
 Yes No Not Applicable (Clock hour programs only)

If No, insert the section number in parentheses and explain:

(Section 2-2-503): There is not sufficient evidence that out-of-class work or the equivalency is being evaluated appropriately in some courses.

- 9.24 Are the following appropriate to adequately support the number and nature of the program?

(a) Facilities

Yes No

(b) Instructional equipment

Yes No

(c) Resources

Yes No

(d) Personnel

Yes No

- 9.25 - reviewed at AAC

- 9.27 Do the faculty members' qualifications meet the minimum requirements outlined in the Accreditation Criteria, and are their qualifications academically and experientially appropriate to the subject matter they teach and the level of the credential awarded?
 Yes No

If No, insert the section number in parentheses, list the faculty and course, and explain:

(Section 3-4-302): The instructor assigned to teach AC1320 Accounting Principles II does not have minimum qualifications to teach the course. Ms. Loviessa Butler, who is assigned to teach AC1320, holds a bachelor's degree in English, General Studies, and Communication Studies and a master's degree in Business Administration. However, her academic transcripts do not show sufficient completion of credits or equivalent hours of coursework in Accounting, and there is no evidence that she has had any professional certification in Accounting.

- 9.28 Is the size of the faculty appropriate to the total student enrollment?
 Yes No

- 9.29 Is an adequate core of full- and part-time faculty employed to ensure sound direction and continuity of development for the program?
 Yes No NA, hiring responsibility is at AAC

- 9.30 Are teaching loads reasonable?
 Yes No

- 9.38 Reviewed at AAC

- 9.39 Reviewed at AAC

- 9.40 Reviewed at AAC

- 9.41 Is enrollment in the second academic year of the two-year program sufficient to support regularly scheduled classes?
 Yes No Not Applicable (no students in the second year)

- 9.42 Reviewed at AAC

9. PROGRAM EVALUATION

Academic Associate's Degree in Graphic Communications Design Academic Associate's Degree in Visual Communications

- 9.01 See response from AAC
 (a) See response from AAC
 (b) See response from AAC
 (c) See response from AAC
 (d) See response from AAC
- 9.02 Who is assigned to administer the academic program(s), and what are this person's qualifications?
 Mr. Scott Autry, chair of the school of drafting and design, is assigned to administer the programs. He has been at ITT Bessemer for approximately two years and in his current position for 18 months. Mr. Autry holds a bachelor's degree in Visual Design from American Intercontinental University online, and an associate's degree in Multimedia from ITT Technical Institute. His previous professional experience includes holding the following positions; director of multi-media for a medical business, art director, newspaper production manager, and special effects supervisor. Currently, he is the director of the Birmingham Vaudeville Company, which presents local stage show productions.
- 9.03 Does this individual possess appropriate academic or experiential qualifications?
 Yes No
- 9.04 Is there evidence that the program administrator has sufficient authority and responsibility for the administration of the educational program(s)?
 Yes No
- 9.05 Are the time and resources devoted to the administration of the educational program(s) sufficient?
 Yes No
- 9.06 Does the program meet the needs of its students and the requirements of the council as shown by student achievement outcomes which meet or exceed the standards for the following areas:
 (a) Student retention rate of 62%
 Yes No Not applicable (new branch only)
 (b) Student placement rate of 58%
 Yes No Not applicable (new branch only)
 If No for either item or if the data is not available, does the Campus Effectiveness Plan (CEP) include data, analysis and activities to meet or exceed the relevant standard:
 Yes No
 If No insert section numbers 2-1-809, 3-1-512 and 3-1-111 in parentheses and explain:
 There have been no graduates in the Graphic Communications Design program reported on the 2011 CAR, and the Visual Communications is currently in teach-out mode.
- 9.07 List the community resources and how they are utilized to enrich the program(s).
 The campus utilizes designers, web developers and other industry professionals as guest speakers. Student field trips include visiting local design studios, print houses and service agencies geared to the graphic arts and animation industry. Community resources are documented in a folder with field trip and guest speaker descriptions and student sign-in sheets.
- 9.08 Are these resources sufficient?
 Yes No
- 9.09 **Reviewed at AAC**
- 9.10 Does the catalog and/or other advertising material such as brochures and web site, accurately describe the program and its objectives?
 Yes No

- 9.11 For programs that include practica, externships, or internships, does the institution have a written and mutually signed agreement that outlines the arrangement between the institution and the practicum site, including specific learning objectives, course requirements, and evaluation criteria?
 Yes No NA, (these elements are not part of the program or no student is far enough along in the program)

9.12 **Reviewed at AAC**

- 9.13 Are independent studies used appropriately, and is there a signed contract that meets Council standards?
 Yes No NA

No students from these programs have enrolled for independent study in 2012.

9.14 **Reviewed at AAC**

- 9.15 Are course prerequisites being followed?
 Yes No

- 9.16 Is an appropriately detailed syllabus on file for each course that includes:

- (a) Title and course descriptions
 Yes No
 (b) Course numbers
 Yes No
 (c) Course prerequisites and/or corequisites
 Yes No
 (d) Instructional contact hours/credits
 Yes No
 (e) Learning objectives
 Yes No
 (f) Instructional materials and references
 Yes No
 (g) Topical outline of the course
 Yes No
 (h) Instructional methods
 Yes No
 (i) Assessment criteria
 Yes No
 (j) Method of evaluating students
 Yes No
 (k) Date the syllabus was last reviewed
 Yes No

For campuses participating in Title IV that have lecture courses in credit hour programs or clock-to-credit hour programs only:

- (l) Out-of-class work assignments that support the learning objectives for the course
 Yes No
 (m) A description of the minimum amount of time a student is expected to spend on completion of the work assignments
 Yes No

If *No*, insert the section number in parentheses, list the courses, and explain:

(Section 3-1-513(a) and Glossary): For a majority of the program courses, the syllabi do not include out-of-class work assignments that support the course learning objectives. Although the campus provided samples of some syllabi with appropriate information and some graded homework assignments, the majority of syllabi did not indicate that homework or outside assignments were required or how homework and other elements would be used to determine the course grade..

- 9.17 Do students confirm that they receive a course syllabus and that it is followed?
 Yes No

- 9.18 Are the courses available when needed by the student in the normal pursuit of a program of study?

Yes No

- 9.19 Was the team able to verify the backup documentation to support the placement rate for the program(s) as reported on the last Campus Accountability Report (formerly AIR) submitted to the Council?

Yes No NA, (there have been no graduates)

How many calls to employers or graduates were attempted?

As previously stated, no graduates from the Drafting and Design Technology program were reported on the 2011 CAR.

There were eight calls made to employers of Visual Communications program graduates.

How many calls to employers or graduates were successful?

There were seven successful calls.

How many of the calls where contact was made with employers or graduates confirmed the employment of the graduate as reported on the CAR? Please explain any discrepancy between the number of successful contacts and confirmations.

There were seven calls that confirmed the employment of the graduates as reported on the 2011 CAR.

- 9.20 Was documentation on file to verify graduates classified on the CAR as “not available for placement”?

Yes No Not Applicable

- 9.21 Does the campus participate in Title IV financial aid?

Yes No (*Skip to question 9.24*)

- 9.22 Does the campus have written documentation of procedures for developing the application of the U.S. Department of Education’s definition of a credit hour?

Yes No Not Applicable (Clock hour programs only)

If *Yes*, briefly describe the procedures.

The campus definition of a credit hour is included in the “CREDIT HOUR” section on page 66 of the catalog in effect and used during the evaluation visit.

- 9.23 Is there evidence that out-of-class work or the equivalency is being evaluated?

Yes No Not Applicable (Clock hour programs only)

If *Yes*, briefly describe the documentation of evaluation viewed on site.

The school chair, Mr. Scott Autry, presented the team with some samples of homework assignments completed by students and the corresponding grade sheets documenting the recording of grades. The homework samples included student drawing exercises in rapid visualization, which is a timed drawing assignment of various subject matters executed in graphic pencil on paper with models or photographic subjects. The team also reviewed student and graduate portfolios, which displayed required collections of various visual, print and animation student assignments.

- 9.24 Are the following appropriate to adequately support the number and nature of the program?

(a) Facilities

Yes No

(b) Instructional equipment

Yes No

(c) Resources

Yes No

(d) Personnel

Yes No

9.25 - reviewed at AAC

- 9.27 Do the faculty members’ qualifications meet the minimum requirements outlined in the Accreditation Criteria, and are their qualifications academically and experientially appropriate to the subject matter they teach and the level of the credential awarded?

Yes No

9.28 Is the size of the faculty appropriate to the total student enrollment?

Yes No

9.29 Is an adequate core of full- and part-time faculty employed to ensure sound direction and continuity of development for the program?

Yes No NA, hiring responsibility is at AAC

9.30 Are teaching loads reasonable?

Yes No

9.38 **Reviewed at AAC**

9.39 **Reviewed at AAC**

9.40 **Reviewed at AAC**

9.41 Is enrollment in the second academic year of the two-year program sufficient to support regularly scheduled classes?

Yes No Not Applicable (no students in the second year)

9.42 **Reviewed at AAC**

GENERAL COMMENTS:

The student and graduate portfolios reviewed by the team were well-rounded and complete in the aspects of design and potential for consideration for employment in the design industry. Several program students stated they were very pleased with their instructors and with the quality of the services provided by the campus.

9. PROGRAM EVALUATION

Academic Associate's Degree in Nursing

9.01 See response from AAC

(a) See response from AAC

(b) See response from AAC

(c) See response from AAC

(d) See response from AAC

9.02 Who is assigned to administer the academic program(s), and what are this person's qualifications?

Dr. Barbara Moore, chair of the Breckenridge school of nursing, is assigned to administer the Nursing program. She holds a doctorate degree in Nursing from the University of Alabama at Birmingham, a master's degree in Nursing from the University of Kentucky, a bachelor's degree in Nursing from Spalding University, Louisville, KY, and a bachelor's degree in History from Georgetown College, Georgetown, KY. Dr. Moore has been active in nursing education in various positions since 2005. At the time of the visit, she had been in her current position as chair for less than two weeks. Dr. Moore is fully qualified for the chair's position.

9.03 Does this individual possess appropriate academic or experiential qualifications?

Yes No

9.04 Is there evidence that the program administrator has sufficient authority and responsibility for the administration of the educational program(s)?

Yes No

9.05 Are the time and resources devoted to the administration of the educational program(s) sufficient?

Yes No

- 9.06 Does the program meet the needs of its students and the requirements of the council as shown by student achievement outcomes which meet or exceed the standards for the following areas:
 (a) Student retention rate of 62%
 Yes No Not applicable (new branch only)
 (b) Student placement rate of 58%
 Yes No Not applicable (new branch only)
 The Nursing program was started in June 2012; therefore, no data was included in the 2011 CAR.
- 9.07 List the community resources and how they are utilized to enrich the program(s).
 The program is very new, its first students enrolled in June 2012; therefore, there had been no field trips or guest speakers utilized at the time of the visit. However, the program has an active advisory board, which has held two, well-attended meetings; and signed clinical agreements that are appropriate for the practical experiences.
- 9.08 Are these resources sufficient?
 Yes No
- 9.09 Reviewed at AAC
- 9.10 Does the catalog and/or other advertising material such as brochures and web site, accurately describe the program and its objectives?
 Yes No
- 9.11 For programs that include practica, externships, or internships, does the institution have a written and mutually signed agreement that outlines the arrangement between the institution and the practicum site, including specific learning objectives, course requirements, and evaluation criteria?
 Yes No NA, (these elements are not part of the program or no student is far enough along in the program)
- 9.12 Reviewed at AAC
- 9.13 Are independent studies used appropriately, and is there a signed contract that meets Council standards?
 Yes No NA
 If No, insert the section number in parentheses and explain:
 No students from this program have been enrolled in independent study courses.
- 9.14 Reviewed at AAC
- 9.15 Are course prerequisites being followed?
 Yes No
- 9.16 Is an appropriately detailed syllabus on file for each course that includes:
 (a) Title and course descriptions
 Yes No
 (b) Course numbers
 Yes No
 (c) Course prerequisites and/or corequisites
 Yes No
 (d) Instructional contact hours/credits
 Yes No
 (e) Learning objectives
 Yes No
 (f) Instructional materials and references
 Yes No
 (g) Topical outline of the course
 Yes No
 (h) Instructional methods
 Yes No
 (i) Assessment criteria
 Yes No

(j) Method of evaluating students

Yes No

(k) Date the syllabus was last reviewed

Yes No

For campuses participating in Title IV that have lecture courses in credit hour programs or clock-to-credit hour programs only:

(l) Out-of-class work assignments that support the learning objectives for the course

Yes No

(m) A description of the minimum amount of time a student is expected to spend on completion of the work assignments

Yes No

If No, insert the section number in parentheses, list the courses, and explain:

(Section 3-1-513(a) and Glossary): For most courses, the syllabi do not include out-of-class work assignments that support the course learning objectives. Although the campus provided samples of some syllabi with appropriate information and some graded homework assignments, the majority of syllabi provided to the team did not indicate that homework or outside assignments were required or how homework and other elements would be used to determine the course grade.

9.17 Do students confirm that they receive a course syllabus and that it is followed?

Yes No

9.18 Are the courses available when needed by the student in the normal pursuit of a program of study?

Yes No

9.19 Was the team able to verify the backup documentation to support the placement rate for the program(s) as reported on the last Campus Accountability Report (formerly AIR) submitted to the Council?

Yes No NA, (there have been no graduates)

9.20 Was documentation on file to verify graduates classified on the CAR as “not available for placement”?

Yes No Not Applicable

9.21 Does the campus participate in Title IV financial aid?

Yes No (Skip to question 9.24)

9.22 Does the campus have written documentation of procedures for developing the application of the U.S. Department of Education’s definition of a credit hour?

Yes No Not Applicable (Clock hour programs only)

If Yes, briefly describe the procedures.

The campus definition of a credit hour is included in the “CREDIT HOUR” section on page 66 of the catalog in effect and used during the evaluation visit.

9.23 Is there evidence that out-of-class work or the equivalency is being evaluated?

Yes No Not Applicable (Clock hour programs only)

If No, insert the section number in parentheses and explain:

(Section 2-2-503): There is not sufficient evidence that out-of-class work or the equivalency is being evaluated appropriately in most of the courses.

9.24 Are the following appropriate to adequately support the number and nature of the program?

(a) Facilities

Yes No

(b) Instructional equipment

Yes No

(c) Resources

Yes No

(d) Personnel

Yes No

9.25 - reviewed at AAC

- 9.27 Do the faculty members' qualifications meet the minimum requirements outlined in the Accreditation Criteria, and are their qualifications academically and experientially appropriate to the subject matter they teach and the level of the credential awarded?
 Yes No
- 9.28 Is the size of the faculty appropriate to the total student enrollment?
 Yes No
- 9.29 Is an adequate core of full- and part-time faculty employed to ensure sound direction and continuity of development for the program?
 Yes No NA, hiring responsibility is at AAC
- 9.30 Are teaching loads reasonable?
 Yes No
- 9.38 Reviewed at AAC
- 9.39 Reviewed at AAC
- 9.40 Reviewed at AAC
- 9.41 Is enrollment in the second academic year of the two-year program sufficient to support regularly scheduled classes?
 Yes No Not Applicable (no students in the second year)
- 9.42 Reviewed at AAC

9. PROGRAM EVALUATION

Academic Associate's Degree in Paralegal Studies

- 9.01 See response from AAC
 (a) See response from AAC
 (b) See response from AAC
 (c) See response from AAC
 (d) See response from AAC
- 9.02 Who is assigned to administer the academic program(s), and what are this person's qualifications?
 Mr. Ryan Schwoebel, chair of the school of criminal justice since August 2012, is assigned to administer the paralegal program. He holds a bachelor's degree in Psychology from the University of Montevallo, Montevallo, AL, and a master's degree in Criminal Justice from the University of Alabama at Birmingham and has experience as a law enforcement officer. Mr. Schwoebel is supported by Ms. Betsy Whitfield, instructor and subject matter expert, on paralegal curriculum and resources. Ms. Whitfield holds a bachelor's degree in Paralegal Studies from Samford University in Homewood, AL; plus, she has worked as a paralegal for 11 years and has taught paralegal courses for 2 years.
- 9.03 Does this individual possess appropriate academic or experiential qualifications?
 Yes No
- 9.04 Is there evidence that the program administrator has sufficient authority and responsibility for the administration of the educational program(s)?
 Yes No
- 9.05 Are the time and resources devoted to the administration of the educational program(s) sufficient?
 Yes No
- 9.06 Does the program meet the needs of its students and the requirements of the council as shown by student achievement outcomes which meet or exceed the standards for the following areas:
 (a) Student retention rate of 62%

Yes No Not applicable (new branch only)

(b) Student placement rate of 58%

Yes No Not applicable (new branch only)

- 9.07 List the community resources and how they are utilized to enrich the program(s).
Students take field trips to a law library, the city council, and law offices; court reporters and paralegals are invited to give classroom presentations. The program instructor has worked for local four law offices, and brings her experiences to the classroom. A program advisory board meets twice per year, and several program students have participated in National Association of Legal Assistants (NALA) meetings.
- 9.08 Are these resources sufficient?
 Yes No
- 9.09 Reviewed at AAC
- 9.10 Does the catalog and/or other advertising material such as brochures and web site, accurately describe the program and its objectives?
 Yes No
- 9.11 For programs that include practica, externships, or internships, does the institution have a written and mutually signed agreement that outlines the arrangement between the institution and the practicum site, including specific learning objectives, course requirements, and evaluation criteria?
 Yes No NA, (these elements are not part of the program or no student is far enough along in the program)
- 9.12 Reviewed at AAC
- 9.13 Are independent studies used appropriately, and is there a signed contract that meets Council standards?
 Yes No NA
No students from the program have completed independent studies.
- 9.14 Reviewed at AAC
- 9.15 Are course prerequisites being followed?
 Yes No
- 9.16 Is an appropriately detailed syllabus on file for each course that includes:
- (a) Title and course descriptions
 Yes No
 - (b) Course numbers
 Yes No
 - (c) Course prerequisites and/or corequisites
 Yes No
 - (d) Instructional contact hours/credits
 Yes No
 - (e) Learning objectives
 Yes No
 - (f) Instructional materials and references
 Yes No
 - (g) Topical outline of the course
 Yes No
 - (h) Instructional methods
 Yes No
 - (i) Assessment criteria
 Yes No
 - (j) Method of evaluating students
 Yes No
 - (k) Date the syllabus was last reviewed

Yes No

For campuses participating in Title IV that have lecture courses in credit hour programs or clock-to-credit hour programs only:

(l) Out-of-class work assignments that support the learning objectives for the course

Yes No

(m) A description of the minimum amount of time a student is expected to spend on completion of the work assignments

Yes No

If No, insert the section number in parentheses, list the courses, and explain:

(Section 3-1-513(a) and Glossary): Course syllabi do not include out-of-class work assignments that support the learning objectives for most courses. Although the campus provided samples of some graded homework assignments, the majority of the syllabi provided to the team did not indicate that homework or outside assignments were required and homework assignments were not included as any percent of the final course grade.

9.17 Do students confirm that they receive a course syllabus and that it is followed?

Yes No

9.18 Are the courses available when needed by the student in the normal pursuit of a program of study?

Yes No

9.19 Was the team able to verify the backup documentation to support the placement rate for the program(s) as reported on the last Campus Accountability Report (formerly AIR) submitted to the Council?

Yes No NA, (there have been no graduates)

9.20 Was documentation on file to verify graduates classified on the CAR as “not available for placement”?

Yes No Not Applicable

9.21 Does the campus participate in Title IV financial aid?

Yes No (Skip to question 9.24)

9.22 Does the campus have written documentation of procedures for developing the application of the U.S. Department of Education’s definition of a credit hour?

Yes No Not Applicable (Clock hour programs only)

If Yes, briefly describe the procedures.

The campus definition of a credit hour is included in the “CREDIT HOUR” section on page 66 of the catalog in effect and used during the evaluation visit.

9.23 Is there evidence that out-of-class work or the equivalency is being evaluated?

Yes No Not Applicable (Clock hour programs only)

If No, insert the section number in parentheses and explain:

(Section 2-2-503): There is not sufficient evidence that out-of-class work or the equivalency is being evaluated appropriately in most of the courses.

9.24 Are the following appropriate to adequately support the number and nature of the program?

(a) Facilities

Yes No

(b) Instructional equipment

Yes No

(c) Resources

Yes No

(d) Personnel

Yes No

9.25 - reviewed at AAC

9.27 Do the faculty members’ qualifications meet the minimum requirements outlined in the Accreditation Criteria, and are their qualifications academically and experientially appropriate to the subject matter they teach and the level of the credential awarded?

Yes No

9.28 Is the size of the faculty appropriate to the total student enrollment?

Yes No

9.29 Is an adequate core of full- and part-time faculty employed to ensure sound direction and continuity of development for the program?

Yes No NA, hiring responsibility is at AAC

9.30 Are teaching loads reasonable?

Yes No

9.38 Reviewed at AAC

9.39 Reviewed at AAC

9.40 Reviewed at AAC

9.41 Is enrollment in the second academic year of the two-year program sufficient to support regularly scheduled classes?

Yes No Not Applicable (no students in the second year)

9.42 Reviewed at AAC

GENERAL COMMENTS:

The eight students who were interviewed expressed a high-level of satisfaction with the program, and a very high-level of satisfaction with the program instructor.

9. PROGRAM EVALUATION

Academic Associate's Degree in Computer Drafting and Design

Academic Associate's Degree in Drafting and Design Technology

Bachelor's Degree in Digital Entertainment and Game Design

9.01 See response from AAC

(a) See response from AAC

(b) See response from AAC

(c) See response from AAC

(d) See response from AAC

9.02 Who is assigned to administer the academic program(s), and what are this person's qualifications?

Mr. Scott Autry, chair of the school of drafting and design, is assigned to provide administrative leadership for all design programs. As previously stated, he has been at ITT Bessemer for approximately two years and in his current position for 18 months. Mr. Autry holds a bachelor's degree in Visual Design from American Intercontinental University online, and an associate's degree in Multimedia from ITT Technical Institute. His previous professional experience includes holding the following positions; director of multi-media for a medical business, art director, newspaper production manager, and special effects supervisor. Currently, he is the director of the Birmingham Vaudeville Company, which presents local stage show productions.

Mr. Autry is supported by Mr. Paul Goldman, program chair, who oversees the Drafting and Design Technology and the Computer Drafting and Design programs as the subject-matter expert. Mr. Goldman holds an associate's degree in Drafting Computer/Aided Design from Lawson State Community College, Birmingham, AL; a bachelor's degree in English from Hamilton College, Clinton, NY; and a master's degree in Architecture from The State University of New York, Buffalo, NY. Mr. Goldman is a certified mechanical drafter by the ADDA (American Design Drafting Association), and he is an associate member of the AIA (American Institute of Architects). Mr. Goldman was hired as the program chair at the campus in February 1999.

9.03 Does this individual possess appropriate academic or experiential qualifications?

Yes No

- 9.04 Is there evidence that the program administrator has sufficient authority and responsibility for the administration of the educational program(s)?
 Yes No
- 9.05 Are the time and resources devoted to the administration of the educational program(s) sufficient?
 Yes No
- 9.06 Does the program meet the needs of its students and the requirements of the council as shown by student achievement outcomes which meet or exceed the standards for the following areas:
 (a) Student retention rate of 62%
 Yes No Not applicable (new branch only)
 (b) Student placement rate of 58%
 Yes No Not applicable (new branch only)
 The placement rate of 57.5% reported on the 2011 CAR for the Computer Drafting and Design program did not meet Council requirements. The retention rates for the other two programs exceeded the standard required
- If No for either item or if the data is not available, does the Campus Effectiveness Plan (CEP) include data, analysis and activities to meet or exceed the relevant standard?
 Yes No
 If No insert section numbers 2-1-809, 3-1-512 and 3-1-111 in parentheses and explain:
 The CEP includes an appropriate Program Improvement Plan for placement in the Computer Drafting and Design program.
- 9.07 List the community resources and how they are utilized to enrich the program(s).
 Drafting and design students went on a site visit to Alabama's first Leadership in Energy and Environmental Design (LEED) Certified library building to study sustainable construction and finishing materials. Other field trips are scheduled throughout the program's sequence, and career fairs are held for all the design students, where students practice being interviewed and are asked questions about their field of study.
- 9.08 Are these resources sufficient?
 Yes No
- 9.09 **Reviewed at AAC**
- 9.10 Does the catalog and/or other advertising material such as brochures and web site, accurately describe the program and its objectives?
 Yes No
- 9.11 For programs that include practica, externships, or internships, does the institution have a written and mutually signed agreement that outlines the arrangement between the institution and the practicum site, including specific learning objectives, course requirements, and evaluation criteria?
 Yes No NA, (these elements are not part of the program or no student is far enough along in the program)
- 9.12 **Reviewed at AAC**
- 9.13 Are independent studies used appropriately, and is there a signed contract that meets Council standards?
 Yes No NA
 No students from these programs were enrolled for independent study during 2012.
- 9.14 **Reviewed at AAC**
- 9.15 Are course prerequisites being followed?
 Yes No

9.16 Is an appropriately detailed syllabus on file for each course that includes:

- (a) Title and course descriptions
 Yes No
- (b) Course numbers
 Yes No
- (c) Course prerequisites and/or corequisites
 Yes No
- (d) Instructional contact hours/credits
 Yes No
- (e) Learning objectives
 Yes No
- (f) Instructional materials and references
 Yes No
- (g) Topical outline of the course
 Yes No
- (h) Instructional methods
 Yes No
- (i) Assessment criteria
 Yes No
- (j) Method of evaluating students
 Yes No
- (k) Date the syllabus was last reviewed
 Yes No

For campuses participating in Title IV that have lecture courses in credit hour programs or clock-to-credit hour programs only:

- (l) Out-of-class work assignments that support the learning objectives for the course
 Yes No
- (m) A description of the minimum amount of time a student is expected to spend on completion of the work assignments
 Yes No

If *No*, insert the section number in parentheses, list the courses, and explain:

(Section 3-1-513(a) and Glossary): For most courses, the syllabi do not include out-of-class work assignments that support the course learning objectives. Although the campus provided samples of some syllabi with appropriate information and some graded homework assignments, the majority of syllabi provided to the team did not indicate that homework or outside assignments were required or how homework and other elements would be used to determine the course grade.

- 9.17 Do students confirm that they receive a course syllabus and that it is followed?
 Yes No
- 9.18 Are the courses available when needed by the student in the normal pursuit of a program of study?
 Yes No
- 9.19 Was the team able to verify the backup documentation to support the placement rate for the program(s) as reported on the last Campus Accountability Report (formerly AIR) submitted to the Council?
 Yes No NA, (there have been no graduates)
 There have been no graduates for the associate's degree in Drafting and Design Technology.

How many calls to employers or graduates were attempted?

The following number of calls was made to employers for the following programs:

Academic associate's degree in Computer Drafting and Design - 10

Bachelor's degree in Digital Entertainment and Game Design - 9

How many calls to employers or graduates were successful?

The following number of calls, by program, was successful:

Academic associate's degree in Computer Drafting and Design - 6

Bachelor's degree in Digital Entertainment and Game Design - 1

How many of the calls where contact was made with employers or graduates confirmed the employment of the graduate as reported on the CAR? Please explain any discrepancy between the number of successful contacts and confirmations.

All of the calls where contact was made confirmed the employment of the graduates as reported on the 2011 CAR.

9.20 Was documentation on file to verify graduates classified on the CAR as "not available for placement"?

Yes No Not Applicable

9.21 Does the campus participate in Title IV financial aid? Yes No (*Skip to question 9.24*)

9.22 Does the campus have written documentation of procedures for developing the application of the U.S. Department of Education's definition of a credit hour?

Yes No Not Applicable (Clock hour programs only)

If Yes, briefly describe the procedures.

The campus definition of a credit hour is included in the "CREDIT HOUR" section on page 66 of the catalog in effect and used during the evaluation visit.

9.23 Is there evidence that out-of-class work or the equivalency is being evaluated?

Yes No Not Applicable (Clock hour programs only)

If Yes, briefly describe the documentation of evaluation viewed on site.

The team reviewed written assignments, findings from virtual library /internet researches, and quizzes as evidence of out-of-class work being evaluated. This material was provided and filed under "homework samples school of drafting and design"

9.24 Are the following appropriate to adequately support the number and nature of the program?

(a) Facilities

Yes No

(b) Instructional equipment

Yes No

(c) Resources

Yes No

(d) Personnel

Yes No

9.25 - reviewed at AAC

9.27 Do the faculty members' qualifications meet the minimum requirements outlined in the Accreditation Criteria, and are their qualifications academically and experientially appropriate to the subject matter they teach and the level of the credential awarded?

Yes No

9.28 Is the size of the faculty appropriate to the total student enrollment?

Yes No

9.29 Is an adequate core of full- and part-time faculty employed to ensure sound direction and continuity of development for the program?

Yes No NA, hiring responsibility is at AAC

9.30 Are teaching loads reasonable?

Yes No

9.38 **Reviewed at AAC**

9.39 **Reviewed at AAC**

9.40 **Reviewed at AAC**

9.41 Is enrollment in the second academic year of the two-year program sufficient to support regularly scheduled classes?
 Yes No Not Applicable (no students in the second year)

9.42 **Reviewed at AAC**

9.43 **Reviewed at AAC**

9.44 **Reviewed at AAC**

9.45 **Reviewed at AAC**

9.46 **Reviewed at AAC**

9.47 Is enrollment in the third and fourth years of the bachelor's program sufficient to support regularly scheduled classes and laboratory work?
 Yes No N A, (no students in the third and fourth years)

9.48 **Reviewed at AAC**

GENERAL COMMENTS:

All of the students who were interviewed were pleased with their faculty and their programs in general. Almost all of the students interviewed said they would recommend this campus to their friends and family members who were seeking an education in design.

9. PROGRAM EVALUATION

Academic Associate's Degree in Computer & Electronics Engineering Technology

Academic Associate's Degree in Electrical Engineering Technology

Bachelor's Degree in Electrical Engineering and Communications Technology

9.01 **See response from AAC**

(a) See response from AAC

(b) See response from AAC

(c) See response from AAC

(d) See response from AAC

9.02 Who is assigned to administer the academic program(s), and what are this person's qualifications?

Mr. Brian Gosnell, chair of the school of electronics technology, is assigned to administer the three engineering technology programs. He holds an associate's degree in Computer and Electronics Engineering Technology and a bachelor's degree in Electronics and Communications Engineering Technology; both degrees are from the Bessemer ITT Technical Institute. Mr. Gosnell started as an adjunct instructor in September 2009, advanced to full-time instructor in March 2010, and was promoted to chair in September 2012. In addition to his three years of experience teaching at the campus, he has four years of experience working in the electronics field.

9.03 Does this individual possess appropriate academic or experiential qualifications?

Yes No

9.04 Is there evidence that the program administrator has sufficient authority and responsibility for the administration of the educational program(s)?

Yes No

9.05 Are the time and resources devoted to the administration of the educational program(s) sufficient?

Yes No

- 9.06 Does the program meet the needs of its students and the requirements of the council as shown by student achievement outcomes which meet or exceed the standards for the following areas:
 (a) Student retention rate of 62%
 Yes No Not applicable (new branch only)
 The retention rate reported on the 2011 CAR for the associate's degree program in Computer & Electronics Engineering Technology was 59.8%. The retention rates reported on the 2011 CAR for the other two engineering technology programs exceeded the Council's requirements.
- (b) Student placement rate of 58%
 Yes No Not applicable (new branch only)
- If No for either item or if the data is not available, does the Campus Effectiveness Plan (CEP) include data, analysis and activities to meet or exceed the relevant standard:
 Yes No
- 9.07 List the community resources and how they are utilized to enrich the program(s).
 The programs host Federal Communication Commission (FCC) General Radio and Telephone License preparation workshops, and guest speakers, for example a presentation was given on Fiber Optic cable termination by Dan Bates of Graybar electrical supply. Three adjunct instructors, who work full-time in the industry and have strong community connections, provide valuable workplace applications for program students. Finally, there is a program advisory committee (PAC) that meets on a biannual basis; the next PAC meeting is scheduled for October 2012.
- 9.08 Are these resources sufficient?
 Yes No
- 9.09 **Reviewed at AAC**
- 9.10 Does the catalog and/or other advertising material such as brochures and web site, accurately describe the program and its objectives?
 Yes No
- 9.11 For programs that include practica, externships, or internships, does the institution have a written and mutually signed agreement that outlines the arrangement between the institution and the practicum site, including specific learning objectives, course requirements, and evaluation criteria?
 Yes No NA, (these elements are not part of the program or no student is far enough along in the program)
- 9.12 **Reviewed at AAC**
- 9.13 Are independent studies used appropriately, and is there a signed contract that meets Council standards?
 Yes No NA
 No students from these programs are enrolled in independent studies.
- 9.14 **Reviewed at AAC**
- 9.15 Are course prerequisites being followed?
 Yes No
- 9.16 Is an appropriately detailed syllabus on file for each course that includes:
 (a) Title and course descriptions
 Yes No
 (b) Course numbers
 Yes No

(c) Course prerequisites and/or corequisites

Yes No

(d) Instructional contact hours/credits

Yes No

(e) Learning objectives

Yes No

(f) Instructional materials and references

Yes No

(g) Topical outline of the course

Yes No

(h) Instructional methods

Yes No

(i) Assessment criteria

Yes No

(j) Method of evaluating students

Yes No

(k) Date the syllabus was last reviewed

Yes No

For campuses participating in Title IV that have lecture courses in credit hour programs or clock-to-credit hour programs only:

(l) Out-of-class work assignments that support the learning objectives for the course

Yes No

(m) A description of the minimum amount of time a student is expected to spend on completion of the work assignments

Yes No

If *No*, insert the section number in parentheses, list the courses, and explain:

(Section 3-1-513(a) and Glossary): For most courses, the syllabi do not include out-of-class work assignments that support the course learning objectives. Although the campus provided samples of some syllabi with appropriate information and some graded homework assignments, the majority of syllabi provided to the team did not indicate that homework or outside assignments were required or how homework and other elements would be used to determine the course grade. The team found that some syllabi for courses in the associate's degree in Electrical Engineering Technology program did meet the homework and out-of-class requirements for syllabi revised after October 2011.

9.17 Do students confirm that they receive a course syllabus and that it is followed?

Yes No

9.18 Are the courses available when needed by the student in the normal pursuit of a program of study?

Yes No

9.19 Was the team able to verify the backup documentation to support the placement rate for the program(s) as reported on the last Campus Accountability Report (formerly AIR) submitted to the Council?

Yes No NA, (there have been no graduates)

No graduates from the associate's degree in Electrical Engineering Technology program were reported on the 2011 CAR.

How many calls to employers or graduates were attempted?

The following number of calls was made to employers for the following programs:

Associate's degree in Computer & Electronics Engineering Technology - 8

Bachelor's degree in Electrical Engineering and Communications Technology - 1 (of 2 graduates)

How many calls to employers or graduates were successful?

The following number of calls, by program, was successful:

Associate's degree in Computer & Electronics Engineering Technology - 8

Bachelor's degree in Electrical Engineering and Communications Technology - 1

How many of the calls where contact was made with employers or graduates confirmed the employment of the graduate as reported on the CAR? Please explain any discrepancy between the number of successful contacts and confirmations.

All of the calls where contact was made confirmed the employment of the graduates as reported on the 2011 CAR.

9.20 Was documentation on file to verify graduates classified on the CAR as “not available for placement”?

Yes No Not Applicable

9.21 Does the campus participate in Title IV financial aid?

Yes No (Skip to question 9.24)

9.22 Does the campus have written documentation of procedures for developing the application of the U.S. Department of Education’s definition of a credit hour?

Yes No Not Applicable (Clock hour programs only)

If Yes, briefly describe the procedures.

The campus definition of a credit hour is included in the “CREDIT HOUR” section on page 66 of the catalog in effect and used during the evaluation visit.

9.23 Is there evidence that out-of-class work or the equivalency is being evaluated?

Yes No Not Applicable (Clock hour programs only)

If No, insert the section number in parentheses and explain:

(Section 2-2-503): There is not sufficient evidence that out-of-class work or the equivalency is being evaluated appropriately in most of the courses.

9.24 Are the following appropriate to adequately support the number and nature of the program?

(a) Facilities

Yes No

(b) Instructional equipment

Yes No

(c) Resources

Yes No

(d) Personnel

Yes No

9.25 - reviewed at AAC

9.27 Do the faculty members’ qualifications meet the minimum requirements outlined in the Accreditation Criteria, and are their qualifications academically and experientially appropriate to the subject matter they teach and the level of the credential awarded?

Yes No

9.28 Is the size of the faculty appropriate to the total student enrollment?

Yes No

9.29 Is an adequate core of full- and part-time faculty employed to ensure sound direction and continuity of development for the program?

Yes No NA, hiring responsibility is at AAC

9.30 Are teaching loads reasonable?

Yes No

9.38 Reviewed at AAC

9.39 Reviewed at AAC

9.40 Reviewed at AAC

- 9.41 Is enrollment in the second academic year of the two-year program sufficient to support regularly scheduled classes?
 Yes No Not Applicable (no students in the second year)
- 9.42 **Reviewed at AAC**
- 9.43 **Reviewed at AAC**
- 9.44 **Reviewed at AAC**
- 9.45 **Reviewed at AAC**
- 9.46 **Reviewed at AAC**
- 9.47 Is enrollment in the third and fourth years of the bachelor's program sufficient to support regularly scheduled classes and laboratory work?
 Yes No N A, (no students in the third and fourth years)
- 9.48 **Reviewed at AAC**

GENERAL COMMENTS:

Students who were interviewed spoke highly of the program faculty, the campus staff, and their experiences at ITT Bessemer. The team commends the program faculty and campus staff on the excellent relationships they have with the students.

9. PROGRAM EVALUATION**Academic Associate's Degree in Criminal Justice****Academic Associate's Degree in Criminology and Forensics Technology****Bachelor's Degree in Criminal Justice**

- 9.01 **See response from AAC**
 (a) **See response from AAC**
 (b) **See response from AAC**
 (c) **See response from AAC**
 (d) **See response from AAC**
- 9.02 Who is assigned to administer the academic program(s), and what are this person's qualifications?
 Mr. Ryan Schwoebel, chair of the school of criminal justice, is assigned to administer the programs. He holds a bachelor's degree in Psychology from the University of Montevallo, Montevallo, AL, and a master's degree in Criminal Justice from the University of Alabama at Birmingham. Mr. Schwoebel was assigned to the chair's position in August 2012. His previous experience includes employment as a law enforcement officer for eight years with the Pelham Police Department, the Tuscaloosa Police Department, and the Naval Criminal Investigative Service; and Criminal Justice program director at Virginia College.
- 9.03 Does this individual possess appropriate academic or experiential qualifications?
 Yes No
- 9.04 Is there evidence that the program administrator has sufficient authority and responsibility for the administration of the educational program(s)?
 Yes No
- 9.05 Are the time and resources devoted to the administration of the educational program(s) sufficient?
 Yes No
- 9.06 Does the program meet the needs of its students and the requirements of the council as shown by student achievement outcomes which meet or exceed the standards for the following areas:

(a) Student retention rate of 62%

Yes No Not applicable (new branch only)

The retention rate for the associate's degree program in Criminal Justice was reported as 60.1% on the 2011 CAR. The retention rates for the other two programs exceeded requirements of the Council.

(b) Student placement rate of 58%

Yes No Not applicable (new branch only)

If No for either item or if the data is not available, does the Campus Effectiveness Plan (CEP) include data, analysis and activities to meet or exceed the relevant standard:

Yes No

The CEP includes an appropriate program improvement plan for the associate's degree Criminal Justice program.

9.07 List the community resources and how they are utilized to enrich the program(s).

There is a program advisory committee (PAC) for the three programs that meets twice a year; documentation for the most recent meeting was provided, and the next PAC meeting is scheduled for November 16, 2012. The advisory committee members provide insights on related employment and potential internship opportunities, and community and career placements. In addition to the PAC resource, the program utilizes guest speakers and field trips, documentation was provided for trips to the Sanford Law Library, Pelham Police Department, Bessemer Fire Department, and the Bessemer Gun Range.

9.08 Are these resources sufficient?

Yes No

9.09 **Reviewed at AAC**

9.10 Does the catalog and/or other advertising material such as brochures and web site, accurately describe the program and its objectives?

Yes No

9.11 For programs that include practica, externships, or internships, does the institution have a written and mutually signed agreement that outlines the arrangement between the institution and the practicum site, including specific learning objectives, course requirements, and evaluation criteria?

Yes No NA, (these elements are not part of the program or no student is far enough along in the program)

9.12 **Reviewed at AAC**

9.13 Are independent studies used appropriately, and is there a signed contract that meets Council standards?

Yes No NA

No students from these programs have been enrolled in independent study during 2012.

9.14 **Reviewed at AAC**

9.15 Are course prerequisites being followed?

Yes No

9.16 Is an appropriately detailed syllabus on file for each course that includes:

(a) Title and course descriptions

Yes No

(b) Course numbers

Yes No

(c) Course prerequisites and/or corequisites

Yes No

(d) Instructional contact hours/credits

Yes No

- (e) Learning objectives
 Yes No
- (f) Instructional materials and references
 Yes No
- (g) Topical outline of the course
 Yes No
- (h) Instructional methods
 Yes No
- (i) Assessment criteria
 Yes No
- (j) Method of evaluating students
 Yes No
- (k) Date the syllabus was last reviewed
 Yes No

For campuses participating in Title IV that have lecture courses in credit hour programs or clock-to-credit hour programs only:

- (l) Out-of-class work assignments that support the learning objectives for the course
 Yes No
- (m) A description of the minimum amount of time a student is expected to spend on completion of the work assignments
 Yes No

If *No*, insert the section number in parentheses, list the courses, and explain:

(Section 3-1-513(a) and Glossary): For most courses, the syllabi do not include, as appropriate, out-of-class work assignments that support the course learning objectives. Although the campus provided samples of some syllabi with appropriate information and some graded homework assignments, the majority of syllabi provided to the team did not indicate that homework or outside assignments were required or how homework and other elements would be used to determine the course grade.

- 9.17 Do students confirm that they receive a course syllabus and that it is followed?
 Yes No
- 9.18 Are the courses available when needed by the student in the normal pursuit of a program of study?
 Yes No
- 9.19 Was the team able to verify the backup documentation to support the placement rate for the program(s) as reported on the last Campus Accountability Report (formerly AIR) submitted to the Council?
 Yes No NA, (there have been no graduates)
 There were no graduates from the Criminology and Forensics Technology program reported on the 2011 CAR.

How many calls to employers or graduates were attempted?

The following number of calls was made to the employers for the following programs

Associate's degree in Criminal Justice - 12

Bachelor's degree in Criminal Justice - 6

How many calls to employers or graduates were successful?

The following number of calls, by program, was successful:

Associate's degree in Criminal Justice - 2

Bachelor's degree in Criminal Justice - 1

How many of the calls where contact was made with employers or graduates confirmed the employment of the graduate as reported on the CAR? Please explain any discrepancy between the number of successful contacts and confirmations.

All of the calls where contact was made confirmed employment of graduates as reported on the 2011 CAR.

- 9.20 Was documentation on file to verify graduates classified on the CAR as "not available for placement"?
 Yes No Not Applicable

9.21 Does the campus participate in Title IV financial aid?

Yes No (*Skip to question 9.24*)

9.22 Does the campus have written documentation of procedures for developing the application of the U.S. Department of Education's definition of a credit hour?

Yes No Not Applicable (Clock hour programs only)

If *Yes*, briefly describe the procedures.

The campus definition of a credit hour is included in the "CREDIT HOUR" section on page 66 of the catalog in effect and used during the evaluation visit.

9.23 Is there evidence that out-of-class work or the equivalency is being evaluated?

Yes No Not Applicable (Clock hour programs only)

If *No*, insert the section number in parentheses and explain:

(Section 2-2-503): There is not sufficient evidence that out-of-class work or the equivalency is being evaluated appropriately in most of the courses. The team did review one assignment from the PM3225 Project Management Tools and Technology class that was appropriately evaluated. However, the team found that some of the syllabi for courses in Criminology and Forensic Technology program did identify required out-of-class work assignments.

9.24 Are the following appropriate to adequately support the number and nature of the program?

(a) Facilities

Yes No

(b) Instructional equipment

Yes No

(c) Resources

Yes No

(d) Personnel

Yes No

9.25 **Reviewed at AAC**

9.27 Do the faculty members' qualifications meet the minimum requirements outlined in the Accreditation Criteria, and are their qualifications academically and experientially appropriate to the subject matter they teach and the level of the credential awarded?

Yes No

9.28 Is the size of the faculty appropriate to the total student enrollment?

Yes No

9.29 Is an adequate core of full- and part-time faculty employed to ensure sound direction and continuity of development for the program?

Yes No NA, hiring responsibility is at AAC

9.30 Are teaching loads reasonable?

Yes No

9.38 **Reviewed at AAC**

9.39 **Reviewed at AAC**

9.40 **Reviewed at AAC**

9.41 Is enrollment in the second academic year of the two-year program sufficient to support regularly scheduled classes?

Yes No Not Applicable (no students in the second year)

9.42 **Reviewed at AAC**

9.43 **Reviewed at AAC**

9.44 **Reviewed at AAC**

9.45 **Reviewed at AAC**

9.46 **Reviewed at AAC**

9.47 Is enrollment in the third and fourth years of the bachelor's program sufficient to support regularly scheduled classes and laboratory work?

Yes No N A, (no students in the third and fourth years)

9.48 **Reviewed at AAC**

GENERAL COMMENTS:

The Criminal Justice program curricula provide real-world knowledge and skill development, which enables students to learn concepts and techniques whereby they can take control of their professional careers upon graduation. The courses are designed to empower students with the knowledge and skills needed to be effective in the classroom and the field. The program is flexible enough to accommodate working adults, and instructors in the program are effective and engaging while delivering the course content. Many students described instances of positive interactions with their instructors, and the program and campus administration. Overall, students are very positive about the quality of the education provided by the campus.

9. PROGRAM EVALUATION

Academic Associate's Degree in Information Technology—Computer Network Systems

Academic Associate's Degree in Network Systems Administration

Academic Associate's Degree in Software Development Technology

Bachelor's Degree in Software Applications Development

9.01 **See response from AAC**

(a) See response from AAC

(b) See response from AAC

(c) See response from AAC

(d) See response from AAC

9.02 Who is assigned to administer the academic program(s), and what are this person's qualifications?

Mr. Shun Sheffield, chair of the school of information technology (IT), is assigned to administer the IT programs. He holds a bachelor's degree in Social Sciences from Tulane University, New Orleans, LA, and he is a Certified Cisco Systems instructor. Mr. Sheffield was hired in March 2012 as an instructor and was promoted to chair in August 2012. He has 11 years of teaching experience in IT. Mr. Sheffield is supported by well-qualified program faculty.

9.03 Does this individual possess appropriate academic or experiential qualifications?

Yes No

9.04 Is there evidence that the program administrator has sufficient authority and responsibility for the administration of the educational program(s)?

Yes No

9.05 Are the time and resources devoted to the administration of the educational program(s) sufficient?

Yes No

9.06 Does the program meet the needs of its students and the requirements of the council as shown by student achievement outcomes which meet or exceed the standards for the following areas:

(a) Student retention rate of 62%

Yes No Not applicable (new branch only)

(b) Student placement rate of 58%

Yes No Not applicable (new branch only)

9.07 List the community resources and how they are utilized to enrich the program(s).

The IT programs utilize a variety of community resources to enrich the curricula. Guest speakers from various industries and the community are invited to speak on relevant topics, and to become advisory committee members and graduation speakers. Field trips are taken to local industries and technical exhibits. Plus, the campus sponsors career fairs and networking events.

9.08 Are these resources sufficient?

Yes No

9.09 **Reviewed at AAC**

9.10 Does the catalog and/or other advertising material such as brochures and web site, accurately describe the program and its objectives?

Yes No

9.11 For programs that include practica, externships, or internships, does the institution have a written and mutually signed agreement that outlines the arrangement between the institution and the practicum site, including specific learning objectives, course requirements, and evaluation criteria?

Yes No NA, (these elements are not part of the program or no student is far enough along in the program)

9.12 **Reviewed at AAC**

9.13 Are independent studies used appropriately, and is there a signed contract that meets Council standards?

Yes No NA

No students from these programs are enrolled in independent studies during 2012.

9.14 **Reviewed at AAC**

9.15 Are course prerequisites being followed?

Yes No

9.16 Is an appropriately detailed syllabus on file for each course that includes:

(a) Title and course descriptions

Yes No

(b) Course numbers

Yes No

(c) Course prerequisites and/or corequisites

Yes No

(d) Instructional contact hours/credits

Yes No

(e) Learning objectives

Yes No

(f) Instructional materials and references

Yes No

(g) Topical outline of the course

Yes No

(h) Instructional methods

Yes No

(i) Assessment criteria

Yes No

(j) Method of evaluating students

Yes No

(k) Date the syllabus was last reviewed

Yes No

For campuses participating in Title IV that have lecture courses in credit hour programs or clock-to-credit hour programs only:

(l) Out-of-class work assignments that support the learning objectives for the course

Yes No

(m) A description of the minimum amount of time a student is expected to spend on completion of the work assignments

Yes No

If *No*, insert the section number in parentheses, list the courses, and explain:

(Section 3-1-513(a) and Glossary): For most courses, the syllabi do not include out-of-class work assignments that support the course learning objectives. Although the campus provided samples of some syllabi with appropriate information and some graded homework assignments, the majority of syllabi provided to the team did not indicate that homework or outside assignments were required or how homework and other elements would be used to determine the course grade.

9.17 Do students confirm that they receive a course syllabus and that it is followed?

Yes No

9.18 Are the courses available when needed by the student in the normal pursuit of a program of study?

Yes No

9.19 Was the team able to verify the backup documentation to support the placement rate for the program(s) as reported on the last Campus Accountability Report (formerly AIR) submitted to the Council?

Yes No NA, (there have been no graduates)

No graduates from the associate's degree in Computer Network Administration were reported on the 2011 CAR.

No graduates from the bachelor's degree in Software Applications Development were reported on the 2011 CAR.

How many calls to employers or graduates were attempted?

The following number of calls was made to employers for the following programs:

Associate's degree in Computer Network Systems - 8

Associate's degree in Software Development Technology - 2, (of 3 graduates)

How many calls to employers or graduates were successful?

The following number of calls, by program, was successful:

Associate's degree in Computer Network Systems - 5

Associate's degree in Software Development Technology - 1

How many of the calls where contact was made with employers or graduates confirmed the employment of the graduate as reported on the CAR? Please explain any discrepancy between the number of successful contacts and confirmations.

All of the calls where contact was made confirmed the employment of the graduates as reported on the 2011 CAR.

I

9.20 Was documentation on file to verify graduates classified on the CAR as "not available for placement"?

Yes No Not Applicable

If *No*, insert "Section 3-1-303(a)" in parentheses and explain:

(Section 3-1-303(a)): Documentation was not available to verify Joshua Terry Bailey being classified as "not available for placement" due to continuing education.

9.21 Does the campus participate in Title IV financial aid?

Yes No (Skip to question 9.24)

9.22 Does the campus have written documentation of procedures for developing the application of the U.S. Department of Education's definition of a credit hour?

Yes No Not Applicable (Clock hour programs only)

If *Yes*, briefly describe the procedures.

The campus definition of a credit hour is included in the "CREDIT HOUR" section on page 66 of the catalog in effect and used during the evaluation visit.

- 9.23 Is there evidence that out-of-class work or the equivalency is being evaluated?
 Yes No Not Applicable (Clock hour programs only)

If *No*, insert the section number in parentheses and explain:

(Section 2-2-503): There is not sufficient evidence that out-of-class work or the equivalency is being evaluated appropriately in most of the courses.

- 9.24 Are the following appropriate to adequately support the number and nature of the program?
- (a) Facilities
 Yes No
- (b) Instructional equipment
 Yes No
- (c) Resources
 Yes No
- (d) Personnel
 Yes No

9.25 - reviewed at AAC

- 9.27 Do the faculty members' qualifications meet the minimum requirements outlined in the Accreditation Criteria, and are their qualifications academically and experientially appropriate to the subject matter they teach and the level of the credential awarded?
 Yes No

If *No*, insert the section number in parentheses, list the faculty and course, and explain:

(Section 3-4-302): One faculty member teaching courses in the school of information technology does not have the academic or experiential qualifications to teach the course he is assigned this term. Mr. Billy Gravitt is assigned to teach TI430 Linux Networking. He holds a bachelor's degree in Environmental Science: Biology from the University of Tennessee. He does not have a major or minor in the field he is teaching, and his academic transcript for the degree does not show sufficient completion of credits or the equivalent of Information Technology courses. Mr. Gravitt and campus administration informed the team he was assigned to teach the IT course based on his "related experience." However, the team was not provided with satisfactory documentation of an acceptable level of related experience to qualify Mr. Gravitt to teach TI430 Linux Networking.

- 9.28 Is the size of the faculty appropriate to the total student enrollment?
 Yes No
- 9.29 Is an adequate core of full- and part-time faculty employed to ensure sound direction and continuity of development for the program?
 Yes No NA, hiring responsibility is at AAC
- 9.30 Are teaching loads reasonable?
 Yes No
- 9.38 **Reviewed at AAC**
- 9.39 **Reviewed at AAC**
- 9.40 **Reviewed at AAC**
- 9.41 Is enrollment in the second academic year of the two-year program sufficient to support regularly scheduled classes?

Yes No Not Applicable (no students in the second year)

9.42 **Reviewed at AAC**

9.43 **Reviewed at AAC**

9.44 **Reviewed at AAC**

9.45 **Reviewed at AAC**

9.46 **Reviewed at AAC**

9.47 Is enrollment in the third and fourth years of the bachelor's program sufficient to support regularly scheduled classes and laboratory work?

Yes No N A, (no students in the third and fourth years)

9.48 **Reviewed at AAC**

9. PROGRAM EVALUATION

Bachelor's Degree in Information Systems and Cybersecurity

Bachelor's Degree in Information Systems Security

9.01 **See response from AAC**

(a) **See response from AAC**

(b) **See response from AAC**

(c) **See response from AAC**

(d) **See response from AAC**

9.02 Who is assigned to administer the academic program(s), and what are this person's qualifications?

Mr. Shun Sheffield, chair of the school of information technology (IT), is assigned to administer the IT programs. As previously stated, he holds a bachelor's degree in Social Sciences from Tulane University, New Orleans, LA, and he is a Certified Cisco Systems instructor. Mr. Sheffield was hired in March 2012 as an instructor and was promoted to chair in August 2012. He has 11 years of teaching experience in IT.

Ms. Ann Miller supports Mr. Sheffield as the subject-matter expert for the two systems security programs. She holds an associate's degree in Electronics from DeVry University, a bachelor's degree in Sociology from the University of Missouri, and a master's degree in Computer Information Systems from the University of Phoenix. Ms. Miller has been an instructor with ITT since 2006 and has five years of IT industry work experience.

9.03 Does this individual possess appropriate academic or experiential qualifications?

Yes No

9.04 Is there evidence that the program administrator has sufficient authority and responsibility for the administration of the educational program(s)?

Yes No

9.05 Are the time and resources devoted to the administration of the educational program(s) sufficient?

Yes No

9.06 Does the program meet the needs of its students and the requirements of the council as shown by student achievement outcomes which meet or exceed the standards for the following areas:

(a) Student retention rate of 62%

Yes No Not applicable (new branch only)

(b) Student placement rate of 58%

Yes No Not applicable

There were no graduates from the Information Systems and Cybersecurity program during the 2011 CAR period. The retention rate reported on the 2011 CAR for the Information Systems Security program was 30.8%

If No for either item or if the data is not available, does the Campus Effectiveness Plan (CEP) include data, analysis and activities to meet or exceed the relevant standard:

Yes No

A program improvement plan for placement in the Information Systems Security program is included in the CEP.

9.07 List the community resources and how they are utilized to enrich the program(s).

The IT programs utilize a variety of community resources to enrich the curricula. Guest speakers from various industries and the community are invited to speak on relevant topics, and to become advisory committee members and graduation speakers. Field trips are taken to local industries and technical exhibits. Plus, the campus sponsors career fairs and networking events.

9.08 Are these resources sufficient?

Yes No

9.09 **Reviewed at AAC**

9.10 Does the catalog and/or other advertising material such as brochures and web site, accurately describe the program and its objectives?

Yes No

9.11 For programs that include practica, externships, or internships, does the institution have a written and mutually signed agreement that outlines the arrangement between the institution and the practicum site, including specific learning objectives, course requirements, and evaluation criteria?

Yes No NA, (these elements are not part of the program or no student is far enough along in the program)

9.12 **Reviewed at AAC**

9.13 Are independent studies used appropriately, and is there a signed contract that meets Council standards?

Yes No NA

No students from these programs has enrolled in independent study during 2012.

9.14 **Reviewed at AAC**

9.15 Are course prerequisites being followed?

Yes No

9.16 Is an appropriately detailed syllabus on file for each course that includes:

(a) Title and course descriptions

Yes No

(b) Course numbers

Yes No

(c) Course prerequisites and/or corequisites

Yes No

(d) Instructional contact hours/credits

Yes No

(e) Learning objectives

Yes No

(f) Instructional materials and references

Yes No

(g) Topical outline of the course

Yes No

(h) Instructional methods

Yes No

(i) Assessment criteria

Yes No

(j) Method of evaluating students

Yes No

(k) Date the syllabus was last reviewed

Yes No

For campuses participating in Title IV that have lecture courses in credit hour programs or clock-to-credit hour programs only:

(l) Out-of-class work assignments that support the learning objectives for the course

Yes No

(m) A description of the minimum amount of time a student is expected to spend on completion of the work assignments

Yes No

If *No*, insert the section number in parentheses, list the courses, and explain:

(Section 3-1-513(a) and Glossary): For most courses, the syllabi do not include, as appropriate, out-of-class work assignments that support the course learning objectives. Although the campus provided samples of some syllabi with appropriate information and some graded homework assignments, the majority of syllabi provided to the team did not indicate that homework or outside assignments were required or how homework and other elements would be used to determine the course grade..

9.17 Do students confirm that they receive a course syllabus and that it is followed?

Yes No

9.18 Are the courses available when needed by the student in the normal pursuit of a program of study?

Yes No

9.19 Was the team able to verify the backup documentation to support the placement rate for the program(s) as reported on the last Campus Accountability Report (formerly AIR) submitted to the Council?

Yes No NA, (there have been no graduates)

How many calls to employers or graduates were attempted?

No graduates from the Information Systems and Cybersecurity program were reported on the 2011 CAR.

Eight calls were made to employers to confirm the placement of Information Systems Security program.

How many calls to employers or graduates were successful?

Two calls were successful.

How many of the calls where contact was made with employers or graduates confirmed the employment of the graduate as reported on the CAR? Please explain any discrepancy between the number of successful contacts and confirmations.

All of the calls where contact was made confirmed the employment of the graduates as reported on the 2011 CAR.

9.20 Was documentation on file to verify graduates classified on the CAR as “not available for placement”?

Yes No Not Applicable

9.21 Does the campus participate in Title IV financial aid?

Yes No (*Skip to question 9.24*)

9.22 Does the campus have written documentation of procedures for developing the application of the U.S. Department of Education’s definition of a credit hour?

Yes No Not Applicable (Clock hour programs only)

If *Yes*, briefly describe the procedures.

The campus definition of a credit hour is included in the “CREDIT HOUR” section on page 66 of the catalog in effect and used during the evaluation visit.

- 9.23 Is there evidence that out-of-class work or the equivalency is being evaluated?
 Yes No Not Applicable (Clock hour programs only)

If *No*, insert the section number in parentheses and explain:

(Section 2-2-503): There is not sufficient evidence that out-of-class work or the equivalency is being evaluated appropriately in most of the courses.

- 9.24 Are the following appropriate to adequately support the number and nature of the program?

- (a) Facilities
 Yes No
 (b) Instructional equipment
 Yes No
 (c) Resources
 Yes No
 (d) Personnel
 Yes No

9.25 - reviewed at AAC

- 9.27 Do the faculty members' qualifications meet the minimum requirements outlined in the Accreditation Criteria, and are their qualifications academically and experientially appropriate to the subject matter they teach and the level of the credential awarded?

Yes No

- 9.28 Is the size of the faculty appropriate to the total student enrollment?

Yes No

- 9.29 Is an adequate core of full- and part-time faculty employed to ensure sound direction and continuity of development for the program?

Yes No NA, hiring responsibility is at AAC

- 9.30 Are teaching loads reasonable?

Yes No

9.43 **Reviewed at AAC**

9.44 **Reviewed at AAC**

9.45 **Reviewed at AAC**

9.46 **Reviewed at AAC**

- 9.47 Is enrollment in the third and fourth years of the bachelor's program sufficient to support regularly scheduled classes and laboratory work?

Yes No N A, (no students in the third and fourth years)

9.48 **Reviewed at AAC**

9. PROGRAM EVALUATION

Bachelor's Degree in Project Management

Bachelor's Degree in Project Management and Administration

9.01 See response from AAC

(a) See response from AAC

(b) See response from AAC

(c) See response from AAC

(d) See response from AAC

9.02 Who is assigned to administer the academic program(s), and what are this person's qualifications?

Mr. Carlos Romano, dean of academic affairs, is the interim chair of the Project Management programs. As previously stated, Mr. Romano holds a bachelor's and a master's degree in Communications from University of Alabama at Birmingham. He has previous management experience at General Electric, served as a lobbyist in Washington, DC for nearly three years, and owned and operated a software firm for 12 years. Mr. Romano has served on advisory boards for several colleges in the Birmingham area since 1998. He joined ITT in 2009 as an adjunct instructor, became a full time instructor and school chair, and advanced to his current position as the dean in 2011.

Mr. David Puckett, program subject-matter expert, oversees the curricula and supports Mr. Romano with the oversight of the programs. He holds a bachelor's degree in Political Science from Georgia State University; a master's degree in Business Administration from Auburn University; and a master's certificate in Project Management from The George Washington University School of Business and Public Management, Washington, D.C.

9.03 Does this individual possess appropriate academic or experiential qualifications?

Yes No

9.04 Is there evidence that the program administrator has sufficient authority and responsibility for the administration of the educational program(s)?

Yes No

9.05 Are the time and resources devoted to the administration of the educational program(s) sufficient?

Yes No

9.06 Does the program meet the needs of its students and the requirements of the council as shown by student achievement outcomes which meet or exceed the standards for the following areas:

(a) Student retention rate of 62%

Yes No Not applicable (new branch only)

(b) Student placement rate of 58%

Yes No Not applicable (new branch only)

If No for either item or if the data is not available, does the Campus Effectiveness Plan (CEP) include data, analysis and activities to meet or exceed the relevant standard:

Yes No

9.07 List the community resources and how they are utilized to enrich the program(s).

The programs utilize a variety of community resources, which include guest speakers, career fairs, and the incorporation of work assignments and applied projects with local industry experts. Students acknowledge they have had opportunities to meet and work with community members while completing enrichment assignments, and affirmed they had participated in career fairs.

9.08 Are these resources sufficient?

Yes No

9.09 Reviewed at AAC

9.10 Does the catalog and/or other advertising material such as brochures and web site, accurately describe the program and its objectives?
 Yes No

9.11 For programs that include practica, externships, or internships, does the institution have a written and mutually signed agreement that outlines the arrangement between the institution and the practicum site, including specific learning objectives, course requirements, and evaluation criteria?
 Yes No NA, (these elements are not part of the program or no student is far enough along in the program)

9.12 **Reviewed at AAC**

9.13 Are independent studies used appropriately, and is there a signed contract that meets Council standards?
 Yes No NA

No students from these programs completed independent study courses in 2012.

9.14 **Reviewed at AAC**

9.15 Are course prerequisites being followed?
 Yes No

9.16 Is an appropriately detailed syllabus on file for each course that includes:

(a) Title and course descriptions

Yes No

(b) Course numbers

Yes No

(c) Course prerequisites and/or corequisites

Yes No

(d) Instructional contact hours/credits

Yes No

(e) Learning objectives

Yes No

(f) Instructional materials and references

Yes No

(g) Topical outline of the course

Yes No

(h) Instructional methods

Yes No

(i) Assessment criteria

Yes No

(j) Method of evaluating students

Yes No

(k) Date the syllabus was last reviewed

Yes No

For campuses participating in Title IV that have lecture courses in credit hour programs or clock-to-credit hour programs only:

(l) Out-of-class work assignments that support the learning objectives for the course

Yes No

(m) A description of the minimum amount of time a student is expected to spend on completion of the work assignments

Yes No

If No, insert the section number in parentheses, list the courses, and explain:

(Section 3-1-513(a) and Glossary): For most courses, the syllabi do not include out-of-class work assignments that support the course learning objectives. Although the campus provided samples of some syllabi with appropriate information and some graded homework assignments, the majority of syllabi provided to the team did not indicate that homework or outside assignments were required or how homework and other elements would be used to determine the course grade.

9.17 Do students confirm that they receive a course syllabus and that it is followed?

Yes No

9.18 Are the courses available when needed by the student in the normal pursuit of a program of study?

Yes No

9.19 Was the team able to verify the backup documentation to support the placement rate for the program(s) as reported on the last Campus Accountability Report (formerly AIR) submitted to the Council?

Yes No NA, (there have been no graduates)

There were no graduates from the Project Management and Administration program during the 2011 CAR period.

How many calls to employers or graduates were attempted?

There were two calls made to the employers of graduates.

How many calls to employers or graduates were successful?

There were two successful calls.

How many of the calls where contact was made with employers or graduates confirmed the employment of the graduate as reported on the CAR? Please explain any discrepancy between the number of successful contacts and confirmations.

All of the calls where contact was made confirmed the employment of the graduates as reported on the 2011 CAR.

9.20 Was documentation on file to verify graduates classified on the CAR as “not available for placement”?

Yes No Not Applicable

9.21 Does the campus participate in Title IV financial aid?

Yes No (Skip to question 9.24)

9.22 Does the campus have written documentation of procedures for developing the application of the U.S. Department of Education’s definition of a credit hour?

Yes No Not Applicable (Clock hour programs only)

If Yes, briefly describe the procedures.

The campus definition of a credit hour is included in the “Credit Hour” section on page 66 of the catalog in effect and used during the evaluation visit.

9.23 Is there evidence that out-of-class work or the equivalency is being evaluated?

Yes No Not Applicable (Clock hour programs only)

If No, insert the section number in parentheses and explain:

(Section 2-2-503): There is not sufficient evidence that out-of-class work or the equivalency is being evaluated appropriately in most of the courses. The team did review one assignment from the PM3225 Project Management Tools and Technology class that was appropriately evaluated.

9.24 Are the following appropriate to adequately support the number and nature of the program?

(a) Facilities

Yes No

(b) Instructional equipment

Yes No

(c) Resources

Yes No

(d) Personnel

Yes No

9.25 - reviewed at AAC

9.27 Do the faculty members' qualifications meet the minimum requirements outlined in the Accreditation Criteria, and are their qualifications academically and experientially appropriate to the subject matter they teach and the level of the credential awarded?

Yes No

9.28 Is the size of the faculty appropriate to the total student enrollment?

Yes No

9.29 Is an adequate core of full- and part-time faculty employed to ensure sound direction and continuity of development for the program?

Yes No NA, hiring responsibility is at AAC

9.30 Are teaching loads reasonable?

Yes No

9.43 Reviewed at AAC

9.44 Reviewed at AAC

9.45 Reviewed at AAC

9.46 Reviewed at AAC

9.47 Is enrollment in the third and fourth years of the bachelor's program sufficient to support regularly scheduled classes and laboratory work?

Yes No N A, (no students in the third and fourth years)

9.48 Reviewed at AAC

GENERAL COMMENTS:

The Project Management program instructors are extremely enthusiastic and highly credentialed. They have the skills, knowledge, experience, and talent to motivate and lead their students, and to ensure their success as graduates.

SUMMARY

The institution is not in compliance with the *Accreditation Criteria* in the following areas:

1	2-2-503	There is not sufficient evidence that homework or out-of-class work or the equivalency is being evaluated for many courses (pages 27, 35, 38, 45, 49, 53, 57, and 61).
2	3-1-303(a)	Documentation not available to verify one student classified as "not available for placement" due to continuing education for the 2011 CAR (page 53).
3	3-1-513(a)	Many course syllabi do not identify appropriate homework or out-of-class assignments that support the course learning objectives (pages 26, 30, 34, 37, 41, 45, 48, 52, 56, and 61).
4	3-4-302	Two instructors do not have appropriate qualifications to be assigned to teach the courses they are assigned during the current term (pages 27 and 54).

RECOMMENDATIONS

The evaluation team offers the following recommendations for the institution's consideration.

(These recommendations are not included in the report seen by the Council)

- Although there were no citations given for the lack of use of community resources for any of the programs, the team strongly encourages the campus administration consider establishing some type of system to encourage and monitor the use of community resources in all programs. The use of community resources was very minimal for most programs. Although it may not be possible, feasible or appropriate to integrate guest speakers, field trips, or other community-based activities in every course, it is desirable for students in each program to have at least one connection to, or encounter with, community resources at least once during each term. Finally, it is important to note student/community interactions should be documented by student sign-in sheets.
- Since the five business and accounting programs have a total enrollment of 129 students, approximately 22% of the total campus enrollment, the team recommends appointing a permanent program director to administer these programs. Although the dean is currently the interim program director, one full-time instructor, Mr. Fagen, is actually performing the responsibilities of a program chair. Thus, it is recommended that Mr. Fagan or another qualified faculty be appointed as program chair for the Accounting and Business programs as soon as possible.
- Overall, the team had a difficult time verifying placement. The number of successful calls was minimal, and a relatively high number of phone numbers that were provided for placement calls were inaccurate. Therefore, the team recommends career services make a more concerted effort to track graduates and their employers.



October 9, 2012

Evaluation Team Report – New Grant Evaluation Report

Main Campus ID: 00016040

ID for Campus Visited: 00016042

Staff Contact: Ian Harazduk – Phone: (202) 336-6795

Application ID: 14715

VISIT RESPONSE DUE DATE: October 19, 2012

Mr. Bradley Parish
 Director
 ITT Technical Institute
 10208 Technology Drive
 Knoxville, TN 37932
 Email Address: Regulatory057@itt-tech.edu

Dear Mr. Parish:

A copy of the report prepared by the Council's evaluation team that recently visited your institution is attached. The council invites you to respond to this report before it takes formal action on your institution's application for accreditation. This response must be submitted via your online application. The Council offers the institution ten days to formally respond to the report; therefore, your response should be uploaded by the date indicated above.

Visit Response

Your response should pertain to the entire report. The enclosed document, "Preparing the Institutional Response" provides suggestions for developing your response. Please include information on any significant changes that have taken place at the institution since the site visit.

We look forward to receiving your response to this report. You will be notified in writing of the Council's decision following its next meeting.

Web-Based Submission of Institutional Response

Effective September, 2011, ACICS has implemented a Web-based submission process for all school visit responses. The campus response to areas of non-compliance (citation, or "cite") must be uploaded under the application ID number associated with the visit. Each area of non-compliance must include a narrative and supporting documentation (if applicable). If supporting documentation covers more than one area of non-compliance, the campus is required to duplicate the documentation and upload it to each area of non-compliance. Submission of a current catalog need only

be uploaded once and only if referenced in the response. If you have any questions, please send your inquiry to Ian Harazduk at iharazduk@acics.org.

Process:

Once the campus logs on to the ACICS membership Web site, go to the In Process Applications link, select the application name and ID. The tasks created for school responses to a visit will be displayed. Select a *Response* task and upload the corresponding document(s).

IMPORTANT: *Document Labels*

Each response document **must** include the task in the file name.

Example: the file name for a document submitted to satisfy Response: **Cite 1 Narrative** task could be ***Cite 1 Narrative [document name]***.

Single submissions that consist of multiple documents must be combined into one document before uploading. This procedure is consistent with the method used to submit multiple syllabi and faculty and administrative staff summary sheets.

Response Tasks

Below is the format for *Response* tasks. Each visit type will have a standard amount of visit *Response* tasks. Upload your responses in sequential order, beginning with "Response: Cite 1..." and ignore tasks that exceed your visit response requirement.

Response: Current Catalog
Response: Cite 1 Narrative
Response: Cite 1 Supporting Document(s)
Response: Cite 2 Narrative
Response: Cite 2 Supporting Document(s)
Response: Cite 3 Narrative
Response: Cite 3 Supporting Document(s)
Response: Cite 4 Narrative
Response: Cite 4 Supporting Document(s)

Sincerely

Earline Simons-Bullock

Campus Services/Executive Assistant
Campus Development Department

Enclosures

REEVALUATION OF NEW GRANT

ITT TECHNICAL INSTITUTE
10208 Technology Drive
Knoxville, TN 37932
ACICS ID Code: 00016042

Mr. Bradley Parish, Director
bparish@itt-tech.edu

MAIN
PHYSICAL
ITT Technical Institute
9511 Angola Court
Indianapolis, IN 46268
ACICS ID Code: 00016040

September 26-27, 2012

Richard Lynch	Chair	University of Georgia	Athens, GA
Diana Igo	Student-Relations Specialist	Minnesota School of Business- Blaine	Maple Grove, MN
Thomas Mosely	Education Activities	Alabama Department of Education (retired)	Boaz, AL
Alex Yarbrough	Criminal Justice Programs	Virginia College	Birmingham, AL
Randy Roof	Drafting and Design Programs	Education Consulting	Hendersonville, TN
Owate Akeh Chujor	Electronics Technology Programs	Minnesota School of Business	Brooklyn Center, MN
Mark Baldwin	Drafting and Design Programs	Devry University	Golden, CO
Carlton Lawrence	Information Technology Programs	New York Life	Denver, CO
DeWayne Johnson	Information Technology Programs	Westwood College	Los Angeles, CA
Mary Fleck	Business and Project Management Programs	Ignite	Haslet, TX
Kathryn Sellers	Staff Representative	ACICS	St. Augustine, FL

**PROGRAMS OFFERED BY
ITT TECHNICAL INSTITUTE
KNOXVILLE, TN**

CREDENTIAL EARNED (As defined by the institution)	ACICS CREDENTIAL (Certificate, Diploma, Occupational Associate's, Academic Associate's, Bachelor's, Master's, or Doctoral)	APPROVED PROGRAM TITLE	Clock Hrs.	Qtr. Hrs.	Enroll: Full- time/ Part- time	CAR Retention & Placement			
						2011		2010	
						Ret.	Pla.	Ret.	Pla.
Bachelor of Applied Science Degree	Bachelor's Degree	Information Systems and Cybersecurity *	2164	180	19 FT / 1 PT	N/A	N/A	N/A	N/A
Bachelor of Applied Science Degree	Bachelor's Degree	Information Systems Security	2080	180	7 FT	82.4%	100%	100%	75%
Bachelor of Applied Science Degree	Bachelor's Degree	Data Communication Systems Technology	2100	180	1 PT	77.4%	66.7%	85.45%	57.14%
Bachelor of Applied Science Degree	Bachelor's Degree	Project Management	2040	180	1 FT	76.3%	100%	100%	0%
Associate of Applied Science Degree	Academic Associate's Degree	Network Systems Administration *	1058	90	50 FT / 22 PT	N/A	N/A	N/A	N/A
Associate of Applied Science Degree	Academic Associate's Degree	Information Technology – Computer Network Systems	1090	96	33 FT / 16 PT	79.7%	67.4%	76.25%	80%
Associate of Applied Science Degree	Academic Associate's Degree	Software Development Technology	1120	96	2 FT / 1 PT	76.6%	0%	91.3%	0%
Bachelor of Applied Science Degree	Bachelor's Degree	Electrical Engineering and Communications Technology **	2127	180	0	N/A	N/A	N/A	N/A
Bachelor of Applied Science Degree	Bachelor's Degree	Electronics and Communications Engineering Technology	2110	180	5 FT	95%	85.7%	89.47%	100%
Associate of Applied Science Degree	Academic Associate's Degree	Electrical Engineering Technology *	1058	90	40 FT / 18 PT	N/A	N/A	N/A	N/A
Associate of Applied Science Degree	Academic Associate's Degree	Computer and Electronics Engineering Technology	1120	96	14 FT / 3 PT	66.9%	84%	63.49%	87.5%
Bachelor of Applied Science Degree	Bachelor's Degree	Digital Entertainment and Game Design	2100	180	3 PT	87.8%	66.7%	86.44%	18.18%
Associate of Applied Science Degree	Academic Associate's Degree	Drafting and Design Technology *	1058	90	14 FT / 13 PT	N/A	N/A	N/A	N/A
Associate of Applied Science Degree	Academic Associate's Degree	Graphic Communications and Design *	1058	90	14 FT / 8 PT	N/A	N/A	N/A	N/A
Associate of Applied Science Degree	Academic Associate's Degree	Computer Drafting and Design	1140	96	11 FT / 5 PT	68.7%	59.4%	73.73%	70.37%
Associate of Applied Science Degree	Academic Associate's Degree	Visual Communications	1110	96	21 FT / 4 PT	72.1%	37.5%	68.4%	57.14%
Bachelor of Applied Science Degree	Bachelor's Degree	Business Management **	1896	180	0	N/A	N/A	N/A	N/A
Bachelor of Applied Science Degree	Bachelor's Degree	Project Management and Administration – Project Management and Administration Option *	1940	180	31 FT / 4 PT	N/A	N/A	N/A	N/A
Bachelor of Applied Science Degree	Bachelor's Degree	Project Management and Administration – Construction Option	2039	180	0	N/A	N/A	N/A	N/A
Bachelor of Applied Science Degree	Bachelor's Degree	Project Management and Administration – Information Technology Option	2050	180	0	N/A	N/A	N/A	N/A

Associate of Applied Science Degree	Academic Associate's Degree	Business Management *	970	90	8 FT / 6 PT	N/A	N/A	N/A	N/A
Bachelor of Applied Science Degree	Bachelor's Degree	Criminal Justice	1880	180	17 FT / 5 PT	86.1%	61.9%	76.92%	61.54%
Associate of Applied Science Degree	Academic Associate's Degree	Criminology and Forensic Technology *	981	90	63 FT / 10 PT	N/A	N/A	N/A	N/A
Associate of Applied Science Degree	Academic Associate's Degree	Criminal Justice	1020	96	41 FT / 15 PT	69.2%	64.5%	66.99%	80%
Associate of Applied Science Degree	Academic Associate's Degree	Paralegal **	981	90	0	N/A	N/A	N/A	N/A
Associate of Applied Science Degree	Academic Associate's Degree	Paralegal Studies	1030	96	1 FT / 2 PT	41.9%	0%	84.62%	0%

**TOTAL
ENROLLMENT**

529

Notes: Type in bold any retention rate below 62.0% and any placement rate below 58.0%. Delete either Sem. or Qtr. in the column 3 heading. Add or delete rows as needed.

* **Program reviewed for the first time. Most programs being reviewed for the first time are essentially revised programs for ITT campuses; that is, programs that are being changed from 4.0 credit hours awarded for most courses to 4.5 credit hours for most courses and from 96 quarter total credits hours to 90 quarter credit hours required in academic associate degree programs. The academic associate's degree program in Business Management is being offered for the first time this term, but is not replacing a similar program previously offered at this campus.**

** **The following are plans for programs with no current enrollment, all start dates are based on student demand and perceived employer need: (a) bachelor's degree in Electrical Engineering and Communications Technology, expected start in June 2013, (b) bachelor's degree in Project Management and Administration (Construction option), anticipated start in September of 2013; (c) bachelor's degree in Project Management and Administration (Information Technology option), anticipated start in 2014; and (d) academic associate's degree in Paralegal, anticipated start in 2014.**

*** For any program (s) not reviewed because of specialized accreditation, please indicate which program(s), the specialized agency, and the grant expiration date (s). N/A

INTRODUCTION

ITT-Knoxville is one of many campuses (~140 in 35 states) owned and operated by ITT/ESI (ITT Educational Services, Inc.). The school opened in March, 1988 and moved into its current location in 2004. It is anticipated that the campus facility will be relocated in December of 2012.

All campuses (i.e., additional locations) owned and operated by ITT/ESI have the same management structure. A director acts as a general manager at the specific location and oversees academic affairs, career services, finance, recruitment, and the registrar at that campus. The campus director reports to a district manager, who in turn reports to the senior vice president for operations at the central administration office in Indianapolis, IN.

At this campus, the various programs are administered into five schools: Information Technology, Electronics, Drafting and Design, Criminal Justice, and Business. Each school is headed by a school director. Some programs within the various schools are also headed by a lead instructor. The programs identified in the table above are currently being offered or, as noted, will soon be offered. In addition, the campus anticipates offering a program in Nursing, has employed a program chair to launch the program, and will begin the promotion and recruitment process as soon as various approvals have been received.

ITT Tech has developed new 4.5 credit hour courses, leading to 90 quarter credit hour academic associate degree programs. This campus is teaching out the current 4.0 credit hour per course/96 quarter total credit hour programs and replacing them with the 4.5 credit hour per course, 90 total quarter credit hour programs. The "new" programs now consist of 20 courses instead of 24, or 90 hours instead of 96. In the December quarter of 2011, the Knoxville campus added the identified new 4.5 credit/90 hour programs. Those students who were enrolled in a 96-credit hour program remained in that existing program with new students enrolling in the new 90-credit hour program. The new programs will allow students to complete an academic associate degree program in 6 2/3 quarters instead of eight.

The majority of the students (87%) at the Knoxville location attend evening classes. They tend to be full-time and male; less than 30% of the students are female. Twenty-seven percent of the students identified themselves as Caucasian; however, the majority of students (~65%) do not disclose their racial identification.

The campus is authorized by the Tennessee Higher Education Commission to operate as a postsecondary institution through June 30, 2013. The campus is also approved by the State of Tennessee for vocational rehabilitation and for training of veterans by the Tennessee Higher Education Commission, Veterans' Education Division.

MISSION

- 1.01 Response submitted by Academic Administrative Center
- 1.02 Response submitted by Academic Administrative Center
- 1.03 Response submitted by Academic Administrative Center
- 1.04 Response submitted by Academic Administrative Center
- 1.05 Are the mission statement and supporting objectives appropriately disclosed in the campus catalog and in other publications that are readily available and understandable to the public?
 Yes No
- 1.06 Is the campus committed to successful implementation of its mission?
 Yes No
- 1.07 Does the campus have a current Campus Effectiveness Plan (CEP)?
 Yes No
- 1.08 Does the campus have its own CEP, separate from the institution's IEP?
 Yes No
- 1.09 Does the CEP describe the following?
- The characteristics of the programs offered.
 Yes No
- The characteristics of the student population.
 Yes No
- The types of data that will be used for assessment.
 Yes No
- Specific goals to improve the educational processes.
 Yes No
- Expected outcomes of the plans.
 Yes No
- 1.10 Are the following five required elements evaluated in the CEP?
- Student retention.
 Yes No
- Student placement.
 Yes No Not Applicable (new branch only)
- Level of graduate satisfaction.
 Yes No Not Applicable (new branch only)
- Level of employer satisfaction.
 Yes No Not Applicable (new branch only)
- Student learning outcomes.
 Yes No

1.11 Describe the student learning outcomes used by the campus in each program and how these outcomes are being assessed.

ITT/ESI uses a centralized curriculum development model, meaning that all course syllabi, course outlines, objectives, and examinations are standardized to ensure that the desired program and course outcomes are demonstrated by the student. All courses include at least one midterm and a final exam that are to be given to all students. It is company policy, however, that individual faculty members can select learning activities at the unit level to maximize use of students' learning styles and academic abilities. Within that framework, the following are the student learning outcomes for the various programs at this campus.

School of Business

According to information in the campus catalog and Self Study, the student learning outcomes identified with programs currently administered in the School of Business are as follows:

- Bachelor's degree in Project Management and Administration – Helps students understand the project planning process, including the project life cycle, requirements and scope of quality assurance plans, techniques and tools used in project management for planning, scheduling, and creating strategies to identify risks and quantify their impact. The program offers graduates an opportunity to develop knowledge and skills to help them pursue careers in a variety of entry-level project management and administration positions.
- Bachelor's degree in Project Management and Administration (Information Technology option) – Helps students understand how to apply principles of information technology, computer systems management, and business operations to the planning, management, and evaluation of information technology in organizations.
- Bachelor's degree in Project Management and Administration (Construction option) - Knowledge and skills needed to lead the management of variety of projects in the construction industry. Students learn and practice the techniques of initiating, planning, organizing, staffing, guiding, monitoring, and controlling a project through an integrated process to meet identified requirements through project completion on time and on budget. The program is also designed to foster critical thinking, analysis, and communication skills.
- Bachelor's degree in Business Management – Exposes students to fundamental knowledge and skills utilized in entry-level business positions. Students study a variety of concepts in marketing, sales, accounting, communications, finance, and management as well as teamwork, technology, and problem solving. Upper-division courses expose students to advanced management, quantitative analysis, business forecasting, leadership, and business policy.
- Academic associate's degree in Business Management - Exposes students to fundamental knowledge and skills utilized in entry-level business positions. Students study a variety of concepts in marketing, sales, accounting, communications, finance, and management as well as teamwork, technology, and problem solving.

In discussions with faculty and students and a review of course materials, the team concluded that assessment takes place through course projects, modeling, portfolios, a capstone course, and written and computer-generated examinations.

School of Criminal Justice

According to descriptive information in the campus catalog, the student learning outcomes identified with programs currently administered in School of Criminal Justice are as follows:

- Bachelor's degree in Criminal Justice - Teaches the fundamentals of the criminal justice system and criminal justice skills. The program offers a foundation in criminal law, legal procedures, criminal evidence, and criminology. Areas of study include law enforcement, the courts, and corrections. Students are taught about the legal system and law enforcement standards to help them develop technical skills used in today's criminal justice environment. In the bachelor's degree, upper-level courses enhance the study of the criminal justice system and expand into areas such as criminalistics, victimology, and forensics investigations.
- Academic associate's degree in Criminal Justice - Teaches the fundamentals of the criminal justice system and criminal justice skills. The program offers a foundation in criminal law, legal procedures, criminal evidence, and criminology. Areas of study include law enforcement, the courts, corrections, criminal investigations, security, policing, and interpersonal skills. Students are

taught about the legal system and law enforcement standards to help them develop technical skills used in today's criminal justice environment.

- Academic associate's degree in Criminology and Forensics Technology - Student outcomes include the skills needed in the field of criminology and forensics. Areas of study include the criminal justice system, criminal law, law enforcement, forensics, investigations, report writing, communications, problem solving and computer coursework.
- Academic associate's degree programs in Paralegal and Paralegal Studies - Expose students to fundamental skills utilized in entry-level paralegal and legal assistant positions. The programs introduce the fundamentals of ethics, legal research and writing, law office technology, and specific areas of the law such as criminal law, family law, wills, trusts, and estates and litigation among others. Students are exposed to teamwork concepts technology and multiple approaches to problem solving.

In discussions with faculty and students and a review of course materials, the team concluded that assessment takes place through course projects and final examinations. Course projects include research from legal data bases, field trips to local legal offices, and student individual visitations to firms utilizing paralegal employees.

School of Drafting and Design

According to descriptive information in the campus catalog, the various programs in the School of Drafting and Design have the following as student learning outcomes:

- Bachelor's degree in Digital Entertainment and Game Design – Prepare students for a variety of entry-level positions involving technology associated with designing and developing digital games and multimedia applications. Program provides a foundation in digital game design through the study of subjects such as gaming technology, game design process, animation, level design, and general education subjects. Job functions that are taught include working as part of team to help design, develop, test, and produce video games or create animations and 3D scenes for use in video games.
- Academic associate's degree in Computer Drafting and Design – Prepare students for career opportunities in entry-level positions in many diverse areas of technical drafting and design; produce drawings in traditional design and drafting fields; and use appropriate computer-aided drafting with conventional methods of graphic communication to solve drafting and basic design-related problems.
- Academic associate's degree in Drafting and Design Technology – Exposure to a variety of fundamental skills utilized in entry-level Computer-Aided Drafting (CAD) and design positions as well as CAD technologies and conventional drafting methods to produce various designs, working drawings, charts, forms, and records.
- Academic associate's degree in Graphic Communications and Design – Exposure to fundamental skills utilized in entry-level graphic design, visual communications, and related positions; explore communicating ideas and concepts through print and interactive multimedia communication; generate technologically appropriate, functional, and aesthetically pleasing solutions for graphic communications and design projects.
- Academic associate's degree in Visual Communications – Perform tasks associated with designing and creating interactive multimedia communications and print communications, graphic design, multimedia applications, and other related technical subjects

Learning outcomes utilized by the School of Drafting and Design Technology are measured in a variety of ways throughout the programs offered. In lecture/theory courses, quizzes and examinations are primarily used. The lab courses emphasize proving the theories and determining laws through demonstrations and skill measurement on a wide array of equipment. The school utilizes capstone projects for final evaluation of students before graduation.

School of Electronics Technology

According to descriptive information in the campus catalog and the self-study, the programs in the School of Electronics Technology have the following as student learning outcomes:

- Bachelor's degree in Electrical Engineering and Communications Technology – Foundation to prepare for a variety of entry-level positions in fields involving electronics engineering technology, including communication systems. Program offers skills and knowledge in electronic circuitry and communications engineering technology through the study of subjects such as circuit

analysis, circuit design, data and network communications, digital communications in the presence of noise, calculus, and additional general education coursework.

- Bachelor's degree in Electronics and Communications Engineering Technology - Foundation to prepare for a variety of entry-level positions in fields involving electronics engineering technology, including communication systems. Program offers skills and knowledge in electronic circuitry and communications engineering technology through the study of subjects such as circuit analysis, circuit design, data and network communications, digital communications in the presence of noise, calculus, and additional general education coursework.
- Associate's degree in Electrical Engineering Technology – Exposure to a variety of fundamental skills utilized in entry level electrical and electronics technician positions. Subjects provide knowledge and skills for entry-level electrical and electronics engineering technology positions, such as electronic technician, service technician, telecommunications technician, and engineering technicians.
- Associate's degree in Computer and Electronics Engineering Technology – Foundation to prepare for careers in a variety of entry-level positions in electronics and computer technology, such as aviation, communications, computers, consumer products, defense, and research and development; acquaint students with certain circuits, systems and specialized techniques used in electronics and computer technology.

Learning outcomes utilized by the School of Electronics Technology are measured in a variety of ways throughout all programs offered. In lecture/theory courses, quizzes and examinations are primarily used. The lab courses emphasize proving the theories and determining laws through demonstrations and skill measurement on a wide array of equipment.

School of Information Technology

According to descriptive information in the campus catalog, the five programs currently offered in the School of Information Technology have the following as student learning outcomes:

- Bachelors' degree in Data Communication Systems Technology – Knowledge and skills required to design, deploy, and manage data communications systems and infrastructures. The technical content focuses on theories and applications of various popular data communication technologies and platforms. The curriculum builds upon topics of networking and internetworking standards and protocols, routing, switching, capacity planning, traffic engineering, Web technologies, network service integration, and various configurations that enable desired functions in given systems.
- Bachelor's degree in Information Systems and Cybersecurity – Preparation to cover a range of activities spanning analysis to design and implementation of security systems to security monitoring and countermeasures and ongoing administration. Students study the essentials of information security and the security aspects of common information technology platforms and are exposed to techniques used to deploy and manage security systems and configure solutions.
- Bachelor' degree in Information Systems Security - Preparation to cover a range of activities spanning analysis to design and implementation of security systems to security monitoring and countermeasures and ongoing administration. Students study the essentials of information security and the security aspects of common information technology platforms and are exposed to techniques used to deploy and manage security systems and configure solutions.
- Bachelor's degree in Project Management - knowledge and skills required to serve and lead project teams in a variety of settings. The program offers students the opportunity to learn and practice the techniques of initiating, planning, organizing, staffing, guiding, monitoring, and controlling a project through integrated processes to meet the identified requirements on time and on budget. The program explores various areas of the Project Management Body of Knowledge (PMBOK). The program is also designed to foster critical thinking, analysis, and communication skills.
- Associate's degree in Network Systems Administration – Acquire fundamental skills utilized in entry-level computer network systems administration positions, including various aspects of network hardware and software maintenance and monitoring, configuring and supporting a local area network (LAN) and a wide area network (WAN), Internet systems, and segments of network systems.

- Associate's degree in Information Technology (Computer Network Systems Option) – Perform tasks associated with installing, upgrading, and maintaining computer network systems in typical LAN/WAN environments; includes computer programming, survey of operating systems, network design and implementation, and network systems management.
- Associate's degree in Software Development Technology – Knowledge and skills to pursue positions involving computer software development. Areas of study include logical and algorithmic analysis and design, object-oriented programming and relational databases programming languages, and development tools. Web scripting and programming, Web services and applications, software development lifecycles, and business and ethical impacts on software development practices are taught and assessed.

Assessment in these programs primarily takes place in laboratories identified with each program through demonstrations on the appropriate equipment and completion of computer-based projects, problems, and simulations of common workplace computer and IT tasks, as well as written and computer-generated examinations.

1.12 Are the following identified and described in the CEP?

The baseline data for each outcome.

Yes No Not Applicable

The data used by the campus to assess each outcome.

Yes No Not Applicable

How the data was collected.

Yes No Not Applicable

An analysis and summary of the data collected and an explanation of how the data will be used to improve the educational processes.

Yes No Not Applicable

1.13 Has the campus published annual placement and retention goals in its CEP that take into account its rates from the last three Campus Accountability (previously referred to as AIR) Reports and that demonstrate its ability to maintain or improve retention and placement outcomes?

Yes No

1.14 Has the campus published specific activities that will be undertaken to meet placement and retention goals?

Yes No

1.15 Describe the specific activities that the campus will undertake to meet these goals.

The campus is committed to monitoring daily attendance, advising students who are absent or at risk for not attending regularly, and monitoring instructor and chair contact with absent students to improve completion. Faculty are monitored very closely on metrics of attendance, retention, and success. Instructors who are not meeting the metrics are redirected, coached, mentored, or reassigned. As for placement, a new director of career services has been employed to enhance the placement role and relationships with the business community. The director will conduct "reputation building events" with the community, increase the number of employer contacts to develop stronger relationships, and create opportunities for employers to visit the campus. Career services staff also plan to conduct and digitally capture mock interviews with students and local employers for training purposes and provide resume, portfolio, and salary negotiation workshops for graduates and pre-graduates.

1.16 Does the campus have documentation to show the following?

(a) That the IEP has been implemented.

Yes No

(b) That specific activities listed in the plan have been completed.

Yes No

(c) That periodic progress reports have been completed.

Yes No

- 1.17 Who is responsible for implementing and monitoring the CEP? Describe this individual's qualifications. If a committee is utilized please describe the committee.

The CEP team consists of the following:

- campus director;
- dean;
- associate dean;
- director of finance;
- director of recruitment;
- director of career services;
- registrar;
- school chairs; and
- faculty representatives from each school of study at the campus.

- 1.18 Does the campus have documentation to show that the CEP is evaluated at least annually?

Yes No

GENERAL COMMENTS:

At the beginning of the visit, the team was concerned that the campus had insufficient data and information on two elements of its CEP: graduate satisfaction and employer satisfaction. Further, there was insufficient analysis of the data that were provided and how these limited data were being used to improve educational processes. The team was informed that the surveys of graduates and their employers were conducted by ITT Headquarters (HQ) one year after completion of the students' programs and agreed that the returns were minimal. For example, in reviewing data from graduates from 2010 to 2012, the team found inadequate information on the numbers of surveys mailed, numbers returned, and what it is the data meant to continuous improvement objectives. There were 137 graduate exit interviews, with 7 returns (~5%). The team also noted that the August 2012 CEP update indicated that there has been "inaccurate student contact information" and "weak long-term relationships with graduates...." The team was able to determine that 565 surveys had been mailed to employers during the time frame, with 42 returned (~7%). On the final day of the visit, the team was presented with copies of e-mails and a PowerPoint presentation (dated August 2012) that included descriptive information on the campus' plan to survey employers and graduates and to more closely align the survey process with ACICS requirements. Career development staff were instructed to contact all graduates and employers and stress that a survey was forthcoming and how important it is to complete the surveys and to "use those surveys to help us continue to make improvements." The campus director and a relatively new career services director have established additional strategies and activities to engage more robustly with program area advisory committees, graduates, and the employment community and document relevant feedback.

ORGANIZATION

- 2.01 (a) Response submitted by Academic Administrative Center

- 2.01 (b) Response submitted by Academic Administrative Center

- 2.01 Is the following information regarding the campus appropriately stated in the catalog?

(c) Names of the administrators.

Yes No

- 2.02 Does the campus:

(a) Adequately train its employees?

Yes No

(b) Provide them with constant and proper supervision?

Yes No

(c) Evaluate their work?

Yes No

- 2.03 Is the administration of the campus efficient and effective?

Yes No

2.04 Does the campus maintain written documentation to show that faculty and staff members:

(a) Clearly understand their duties and responsibilities?

Yes No

(b) Know the person to whom they report?

Yes No

(c) Understand the standards by which the success of their work is measured?

Yes No

2.05 Does the administration maintain documentation of the evaluation of the faculty and staff?

Yes No

2.06 Has the campus adopted a policy on academic freedom that has been communicated to the faculty?

Yes No

2.07 Does the campus have an appropriate grievance policy for faculty and staff?

Yes No

2.08 Does the campus catalog or the student handbook contain an appropriate grievance policy for students that includes the name and address of ACICS?

Yes No Not Applicable (initial applicants only)

2.09 Response submitted by Academic Administrative Center

ADMINISTRATION

3.01 Is there evidence that the chief on-site administrator(s) or the self-study coordinator for the campus attended an accreditation workshop within 18 months prior to the final submission of the self-study?

Yes No

3.02 Are all staff well trained to carry out administrative functions?

Yes No

3.03 Who is the on-site administrator, and what are this person's qualifications?

Mr. Bradley Parish has been campus director since August of 2011. Mr. Parish has an associate's degree from Roane State Community College; a bachelor's degree in Organizational Management from Tusculum College; and additional course work from Pellissippi State Community College, the University of Tennessee Knoxville, and Western Governor's University. Mr. Parish has nearly 20 years' experience in various management and leadership positions with government, private industry, and higher education agencies. Just before his employment as campus director, Mr. Parish was vice president of Concord Professional Services, Inc., a firm specializing in training, project management, solar technology, and health information management.

3.04 Does the campus list degrees of staff members in the catalog?

Yes No

If Yes, is appropriate evidence of the degrees on file?

Yes No

If the degrees are not on file, insert the section number in parentheses, list staff member names, degrees, and awarding institution, and explain:

NOTE: The campus lists the degrees of some staff members, but not all.

- 3.05 Is there evidence that the campus keeps adequate records to support the following administrative operations?
- (a) Response submitted by Academic Administrative Center
- (b) Admissions.
 Yes No
- (c) Response submitted by Academic Administrative Center
- (d) Response submitted by Academic Administrative Center
- (e) Guidance.
 Yes No
- (f) Instructional resources.
 Yes No
- (g) Supplies and equipment.
 Yes No
- (h) The school plant.
 Yes No
- (i) Faculty and staff.
 Yes No
- (j) Student activities.
 Yes No
- (k) Student personnel.
 Yes No
- 3.06 Response submitted by Academic Administrative Center
- 3.11 Do student files contain evidence of graduation from high school or the equivalent?
 Yes No
- 3.12 Are appropriate transcripts maintained for all students?
 Yes No
- 3.13 Is the grading system fully explained on the transcript, and is it consistent with the grading system that appears in the campus catalog?
 Yes No
- 3.14 Are student records protected from theft, fire, water damage, or other possible loss?
 Yes No
- 3.15 Does the campus maintain transcripts for all students indefinitely?
 Yes No
- 3.16 Does the campus maintain admissions data and other records for at least five years from the last date of attendance for all students?
 Yes No

GENERAL COMMENTS:

The team greatly appreciates the cooperation and conviviality of all staff, faculty, and students at this campus.

RELATIONS WITH STUDENTS

4.01 How many student files were reviewed during the evaluation?

The team reviewed 54 files during the campus evaluation.

4.02 How does the institution ensure that its student relations reflect high ethical standards?

The campus ensures that its student relations reflect high ethical standards through disclosure of campus policies and procedures to prospective students during the enrollment process. Students are required to sign a document, acknowledging receipt of policies and procedures. The team verified the information is stored in student files. Further, the campus provides an extensive new student orientation program, providing information on campus policies, expectations, good study habits, and an overview of the grievance policy.

4.03 Does the campus have appropriate admissions criteria?

Yes No

4.04 Does the campus contract with third parties for admissions and recruiting purposes?

Yes No

4.05 Is there evidence to document that admissions criteria are applied consistently to all students admitted under the same version of the admissions criteria (e.g., that students admitted into specific programs for the same start date are admitted under the same admissions criteria)?

Yes No

4.06 Reviewed at AAC

4.07 Is the admissions policy publicly stated?

Yes No

4.08 Is the admissions policy administered as written?

Yes No

4.09 Who is responsible for the oversight of student recruitment at the campus and what are this person's qualifications?

Ms. Deanna Slusher is responsible for the oversight of student recruitment at the campus. Ms. Slusher holds a bachelor's degree in Technical Project Management from ITT Technical Institute in Knoxville, Tennessee. Ms. Slusher has over 2 years experience as a manager trainee, manager of recruitment, and director of recruitment with ITT Technical Institute.

4.10 Describe the process for the recruitment of new students.

The campus markets to prospective students through the internet, television, radio advertising, and direct mail. Admissions representatives generate personally-developed leads and referrals. The admissions representative schedules an appointment with the potential student to meet at the campus. Once the student reaches the campus, the admissions representative presents an interactive PowerPoint presentation, outlining program/course offerings, services provided by the campus, program expectations, tuition costs, and terms of enrollment. Immediately following the presentation, the prospective student is given a tour of the campus and an introductory meeting with the financial aid department. During the enrollment process, a student is required to sign an enrollment agreement and disclosure forms, outlining campus policy and procedures. Following enrollment, the student is scheduled for a more extensive appointment with a representative from the financial aid office.

Are these recruiting practices ethical and compatible with the educational objectives of the institution?

Yes No

4.11 Are individuals engaged in admissions or recruitment activities communicating current and accurate information regarding the following?

(a) Courses and programs.

Yes No

(b) Services.

Yes No

(c) Tuition.

Yes No

(d) Terms.

Yes No

(e) Operating policies.

Yes No

4.12 Does the institution use prospective student names obtained as a result of a survey, canvass, or promise of future employment or income while a student, or as a result of other marketing activity?

Yes No

4.13 Does the state in which the campus operates require representatives to be licensed or registered?

Yes No

4.14 Are the titles of recruitment and enrollment personnel appropriate?

Yes No

4.15 Does someone other than recruitment and enrollment personnel make final decisions regarding financial aid eligibility, packaging, awarding, and disbursement?

Yes No

4.16 Are all recruiters supervised by the campus to ensure that their activities are in compliance with all applicable standards?

Yes No

4.17 Reviewed at AAC

4.18 Is there evidence that the campus properly awards transfer of credit?

Yes No Not Applicable

4.19 Does the campus publicize its transfer credit policies, including policies related to accepting transfer credit from another institution?

Yes No

4.21 Is the standards of satisfactory academic progress policy published in the catalog?

Yes No

If Yes, state the page number(s) where the standards of satisfactory academic progress policy is published?

The standards of satisfactory academic progress policy is stated in the ITT Technical Institute - Knoxville, TN catalog, (2012-2013, Volume 56) on pp. 73-76.

4.22 Does the standards of satisfactory academic progress (SAP) policy published in the catalog contain the following?

(a) A definition of the maximum time frame allowed for students to complete a program as 1.5 times the normal program length.

Yes No

(b) A schedule that designates the minimum percentage of work that a student must successfully complete at the end of each evaluation increment to complete the program within the maximum time frame.

Yes No

(c) Procedures for re-establishing satisfactory academic progress.

Yes No

(d) A definition of the effects of the following on the CGPA and successful course-completion percentage:

Withdrawals.

Yes No

Incomplete grades.

Yes No

Repeated courses.

Yes No

Non-punitive grades.

Yes No Not Applicable (institution does not offer)

Non-credit or remedial courses.

Yes No Not Applicable (institution does not offer)

A probationary period.

Yes No

An appeal process.

Yes No

An extended-enrollment status.

Yes No Not Applicable (institution does not offer)

The effect when a student changes programs.

Yes No Not Applicable (institution only offers one program of study)

The effect when a student seeks to earn an additional credential.

Yes No Not Applicable (institution only offers one credential)

The implications of transfer credit.

Yes No

4.23 Does the campus apply its SAP standards consistently to all students?

Yes No

4.24 Are students who are not making satisfactory academic progress properly notified?

Yes No Not Applicable (no students are in violation of SAP)

4.25 Is SAP evaluated at the end of each academic year or at 50% of the normal program length if the program is one academic year in length or shorter?

Yes No

4.26 Is SAP evaluated at the end of the second academic year and at the end of each subsequent academic year where students must have a minimum CGPA of 2.0 on a scale of 4.0 or its equivalent?

Yes No Not Applicable (all programs are one year or less)

4.27 Are students who are not making satisfactory academic progress at the end of the second year dismissed?

Yes No Not Applicable (all programs are less than two years)

4.28 Are qualitative and quantitative components evaluated cumulatively for all periods of a student's enrollment?

Yes No

4.29 Are students allowed to remain on financial aid during the probationary period?

Yes No Not Applicable (institution does not participate in financial aid)

If Yes, is the student informed of this policy?

Yes No

4.30 Are students whose appeals are granted due to mitigating circumstances placed on probation and considered to be making satisfactory academic progress?

Yes No

4.31 Are students who are placed in an extended-enrollment status denied eligibility for federal financial aid (unless there are mitigating circumstances)?

Yes No

Not Applicable (institution does not have extended enrollment and/or does not participate in financial aid)

4.32 Do credits attempted during the extended-enrollment status count toward the 1.5 times of normal program length?

Yes No Not Applicable (institution does not have extended enrollment)

4.33 For students who have exceeded one and one-half times the standard time frame and were awarded the original credential, were any additional financial obligations waived?

Yes No Not Applicable (there is no such student)

4.34 Are students required to have a minimum CGPA of 2.0 or its equivalent upon graduation from all programs?

Yes No

4.35 Who is responsible for the administration of satisfactory academic progress, and what are this person's qualifications?

Mr. Jon Berger, dean, is responsible for the administration of satisfactory academic progress. Mr. Berger holds an associate's degree from Spokane Falls Community College in Spokane, Washington; a bachelor's degree in Business Management from the University of Florida in Gainesville; and a master's degree in Education from Fayetteville State University in Fayetteville, North Carolina. Mr. Berger has over 14 years of experience in education administration at various colleges and universities, including ITT Technical Institute. Mr. Berger has been in this position since September 2011.

4.36 Does the institution encourage and assist students who are experiencing difficulty in progressing satisfactorily in their programs?

Yes No

4.37 Reviewed at the institution level

4.38 Does the institution fully disclose the terms, conditions, and application procedures regarding institutional scholarship and grant programs in its catalog?

Yes No Not Applicable (institution offers loans only)

4.39 Are all similarly circumstanced students who enrolled at the same time and in the same programs charged the same tuition and fees?

Yes No

4.40 Do the financial records of students clearly show the following?

(a) Charges.

Yes No

(b) Dates for the posting of tuition.

Yes No

(c) Fees.

Yes No

(d) Other charges.

Yes No

(e) Payments.

Yes No

(f) Dates of payment.

Yes No

(g) The balance after each transaction.

Yes No

4.41 Are tuition and fees clearly stated on the enrollment agreement or in the catalog?

Yes No

If Yes, have students confirmed receiving a copy of the catalog or enrollment agreement (if one is used)?

Yes No Not Applicable

4.42 Is the effective date listed on announcements of changes in tuition and fees?

Yes No Not Applicable (institution has not changed tuition or fees)

4.43 Is the institution's refund policy published in the campus catalog?

Yes No

4.44 Is the refund policy fair, equitable, and applicable to all students?

Yes No

4.45 Is the campus following its stated refund policy?

Yes No

4.46 Does the campus offer financial aid?

Yes No (Skip to Question 4.53.)

4.47 Who is responsible on-site for administering student financial aid, and what are this person's qualifications?

Ms. Kellie Armstrong is responsible on-site for administering student financial aid. Ms. Armstrong holds a Legal Secretarial diploma from ITT Technical Institute in Knoxville, Tennessee. Ms. Armstrong has over 24 years of experience as the director of finance at ITT Technical Institute.

4.48 Is the person who determines the amount of student awards not also responsible for disbursing those awards?

Yes No

4.49 Are final student financial aid award determinations made by administrative individuals who are not responsible for recruitment?

Yes No

4.50 Is the financial aid administrator a member of a state, regional, or national financial aid association and up to date on procedures and changes in the field?

Yes No

4.51 Describe how the financial aid office stays current with regulation and policy changes in financial aid (include all appropriate memberships in professional organizations held by this individual).

The financial aid office stays current with regulation and policy changes in financial aid through webinars and telephone conferences with ITT Technical College corporate headquarters and through list serves sent directly from the Tennessee Association of Student Financial Aid Administrators (TASF AA), Southeastern Association of Student Financial Aid Administrators (SASF AA), and the Association of Veteran's Education Certifying Officials (AVECO). Ms. Armstrong holds weekly meetings with financial aid administrators and is an active member of TASF AA, SASF AA and AVECO.

- 4.52 Is there evidence that the financial aid administrator regularly participates in professional awareness activities?
 Yes No
- 4.53 Does the campus provide discounts for cash received in advance of the normal payment schedule?
 Yes No (Skip to Question 4.54.)
- 4.54 Describe the student services offered by the campus such as, but not limited to, structured tutoring, academic or personal counseling, student orientation, etc.
 The campus provides a variety of student services on campus, including the following:
 - job and career fairs;
 - referrals to outside services/agencies (i.e. transportation/day care);
 - student clubs (i.e. Electronics club);
 - a structured tutoring program; and
 - an extensive new student orientation program.
- 4.55 Are follow-up studies on graduate and employer satisfaction conducted at specific measuring points following the placement of the campus' graduates?
 Yes No Not Applicable
- 4.56 Does the campus have a written policy that accurately reflects the U.S. Department of Education's definition of a credit hour for credit hour programs and/or clock-to-credit hour programs, including conversion ratios?
 Yes No
- 4.57 Who is the person on staff responsible for the oversight of counseling students on employment opportunities, and what are this person's qualifications?
 Mr. Kevin Cole is responsible for the oversight of counseling students on employment opportunities. Mr. Cole has a bachelor's degree in Human Ecology from the University of Tennessee in Knoxville. Mr. Cole has over 2 years of experience in employment/career services. He began employment at ITT - Knoxville in May 2012.
- 4.58 Does the institution offer employment assistance to all students?
 Yes No Not Applicable (institution enrolls only international students on a student visa)
- 4.59 Does the campus use placement percentages or salary projections as part of its recruiting activities?
 Yes No
- 4.60 Is the beginning enrollment on the most current Campus Accountability Report (CAR, previously referred to as the AIR) the same as the ending enrollment reported on the previous year's CAR?
 Yes No
- 4.61 Was the team able to verify the retention rate for the campus and for each program as reported on the Campus Accountability Report (CAR) last submitted to the Council?
 Yes No Not Applicable
- 4.62 Are students who receive financial aid counseled concerning their student loan repayment obligations?
 Yes No
- 4.63 Describe the process the campus utilizes to ensure that students are counseled concerning their student loan repayment obligations.
 The financial aid department provides entrance counseling to students upon enrollment, guiding them through the direct loan website. During the second week of the quarter, a financial aid administrator attends the strategies classes to present the direct loan video. When a student drops or graduates from school, an exit interview is conducted, walking the student through the National Student Loan Database System (NSLDS), covering the responsibilities to student loans, and reviewing balances due for loans, loan grace

periods, and different payment options.

4.64 Describe the extracurricular activities of the institution (if applicable).

The campus has several extracurricular activities available to students, such as the following:

- weekly student appreciation events;
- student clubs and organizations;
- guest speakers;
- reentry reception event; and
- open houses.

GENERAL COMMENTS:

The team would like to recognize and acknowledge the professionalism of the staff members at the ITT Technical Institute, Knoxville, Tennessee. In addition, the team noted that the student files were immaculate.

EDUCATIONAL ACTIVITIES

5.01 Are the credentials awarded by the campus in compliance with its accreditation approval and in compliance with applicable state laws?

Yes No

5.02 Who is assigned to oversee the educational activities of all programs at the campus, and what are this person's qualifications?

Mr. Jon Berger, dean of academic affairs, oversees the educational activities of all academic programs at the Knoxville campus of ITT Technical Institute. Mr. Berger holds a bachelor's degree in Business Management from Fayetteville State University and a master's degree in Education from the University of Florida. He has served as dean since September of 2011. Prior to his current position, he was the accreditation liaison and assessment coordinator and faculty member for the College of Micronesia for four years. He was dean at Keiser University for two years and dean of ITT-Orlando for 1 1/2 years. Mr. Berger has served as a faculty member, chair, and associate dean at several ITT schools. He is supported by Ms. Jessica Cox, associate dean for general studies, and the program chairs of the five schools at this campus.

5.03 Does this person have appropriate academic or experiential qualifications?

Yes No

5.04 Describe how the institution makes provisions for program administrators to have sufficient authority and responsibility for the development and administration of the programs.

The dean of academic affairs, Mr. Jon Berger, is assigned full time to the position and as such is primarily responsible for the following functions:

- curriculum implementation;
- professional growth and in-service activities;
- teacher evaluations;
- student relations; and
- assistance with employment of academic staff.

The associate dean for general studies, Ms. Jessica Cox, and program chairs assist him in the development and administration of the academic programs. The associate dean and chairs have reduced class loads to provide the time required for administrative duties.

5.05 Is the time devoted to the administration of the educational programs sufficient?

Yes No

5.06 Is there a published policy on the responsibility and authority of faculty in academic governance?

Yes No

5.07 Reviewed at AAC

5.08 Is there evidence that this policy has been adopted and faculty members are aware of it?

Yes No

5.09 Does the campus have any programs that carry specialized or programmatic accreditation?

Yes No (Skip to question 5.10)

5.10 Are the educational programs consistent with the campus mission and the needs of its students?

Yes No

5.11 Do the formation of policies and the design of educational programs involve students, graduates, administrators, faculty, and other interested parties such as advisory committees?

Yes No

5.12 What provisions are made for individual differences among students?

The campus has a structured tutoring program available for students. Tutoring is provided by both peers and faculty. Students with academic issues or concerns may request assistance for tutoring by contacting their instructor, chair, associate dean, or dean. Tutoring is free and provided at convenient times for the student. Students are afforded the opportunity to take online and hybrid courses for general education classes. An open lab is provided once a week, staffed by faculty, to assist in both content and computer operation issues. The campus has a student organization, the Student Ambassadors, who assist with tutoring, advising, and mentoring. Students may request credit for previous college work and demonstrated knowledge and competency. Students with disabilities are encouraged to meet with the campus student disabilities coordinator to discuss and/or learn more about accommodations. The decision to use these services is a matter of individual choice. The facility is ADA compliant and several accommodations have been made in the past.

5.13 Describe the system in place to evaluate, revise, and make changes to the curriculum.

Curriculum evaluation, revision, and change are conducted under the guidance and oversight of the National Curriculum Committee (NCC). ITT corporate has a district chair for each program area. Each district has one member on the NCC. Ms. Jessica Cox, associate dean for general studies, currently serves on the NCC committee for humanities/composition. The district committee conducts scheduled conference calls to individual campuses and teachers to gain input. Faculty can make suggestions to their chair, associate dean, or dean. Each faculty member has access to a faculty collaboration portal to communicate with other teachers, chairs, and corporate staff regarding issues and questions pertaining to specific curriculum matters. ITT also has a policy where faculty members can add up to 20% additional content to their courses.

5.14 Does the faculty participate in this process?

Yes No

5.15 Reviewed at AAC

5.16 If the institution awards academic credit to students who demonstrate subject competency based on academic, occupational, or personal experiences, is there an established systematic method for evaluating and awarding academic credit to which the campus adheres?

Yes No NA (institution does not award such credit)

If Yes, is there appropriate documentation of the assessments of knowledge, skills, or competencies required?

Yes No

5.17 Are courses and breaks scheduled appropriately, given the students' academic background and the coursework involved?

Yes No

5.18 Are the following appropriate to adequately support the number and nature of the general education courses? (If only nondegree programs are offered with no general education courses, skip to 5.19):

Facilities

 Yes No

Instructional equipment

 Yes No

Resources

 Yes No

Personnel

 Yes No

- 5.19 Does the campus provide an environment for its faculty that is conducive to effective classroom instruction?
 Yes No
- 5.20 Are the quantity and type of instructional materials and equipment proportionate to the size of the campus and types of programs?
 Yes No
- 5.21 Based on the team's observation of the instructional materials used, interviews with students and faculty, and a review of software licenses, is the campus in compliance with applicable licensing and copyright laws?
 Yes No
- 5.22 Are official transcripts for all qualifying credentials and for those credentials listed in the catalog on file for all instructors?
 Yes No

If No, insert the section number in parentheses, list faculty names, degrees, and awarding institutions and explain:

In the initial review of faculty credentials identified in the catalog, the team was unable to locate an official transcript from Virginia Polytechnic Institute and State University (VT) in the faculty file for Mr. Thomas Oakes. The file did include an official transcript from the University of Tennessee Knoxville documenting an earned master's degree which, in effect, qualified Mr. Oakes to teach the courses he is currently assigned at the ITT, Knoxville campus. While on site, the team received a catalog addendum dated September 27, 2012 deleted the credentials Mr. Oakes had earned at VT.

- 5.23 Have faculty transcripts from institutions not accredited by agencies recognized by the United States Department of Education been translated into English and evaluated by a member of the Association of International Credential Evaluators (AICE) or the National Association of Credential Evaluation Services (NACES) to determine the equivalency of the credentials to credentials awarded by institutions in the United States?
 Yes No Not Applicable (no faculty members hold foreign credentials)
- 5.24 Is there documented evidence of a systematic program of in-service training at the campus?
 Yes No

If Yes, how is this documented?

Faculty sign an attendance sheet and receive an agenda at the in-service in which they participate. This information is transferred to their professional development plan and filed in their personnel folder. Faculty members not in attendance at a faculty meeting are required to complete an e-campus course on the topic presented or an area of need.

- 5.25 Is there evidence that appropriate faculty development plans have been developed and implemented annually, including documentation to support completed activities listed on the plans?
 Yes No
- 5.26 Is there evidence that full-time and part-time instructors participate in regularly scheduled faculty meetings?
 Yes No
- 5.27 Is there an adequate core of full- and/or part-time faculty to assure sound direction and continuity of development for the educational

programs?

Yes No

5.28 Are instructors teaching general education courses assigned in keeping with the minimum requirements as stated in the Accreditation Criteria?

Yes No

5.31 Reviewed at AAC

5.32 Reviewed at AAC

5.33 Are at least one-half of all courses that are part of each associate's degree program taught by faculty members who have graduate degrees, professional degrees, or bachelor's degrees plus professional certification?

Yes No

5.34 Reviewed at AAC

5.35 Reviewed at AAC

5.36 Are at least one-half of all lower-division subjects and all upper-division courses that are part of the bachelor's degree program taught by faculty members who have graduate degrees, professional degrees, or bachelor's degrees plus professional certification?

Yes No

EDUCATIONAL FACILITIES

6.01 Describe the physical facility of the campus (include details such as campus location, square footage, distribution of space, parking situation and any other pertinent information).

The campus is located near I-40 in West Knoxville Tennessee. The facility occupies approximately 30,000 square feet of space containing classrooms, labs, a student lounge, library, and administrative offices. The building is well maintained, clean, and arranged in a manner conducive to student learning. The outside area is well lighted and conveniently located in front of the building. The facility is in compliance with ADA regulations. The campus is scheduled to move to a new facility in December of 2012. The site is two miles from the current facility. The move will allow for future expansion of programs, better infrastructure for new and emerging technologies, and the ability for students to access public transportation.

6.02 Does the campus utilize any additional space locations?

Yes No

If Yes, list the name and address of each location.

The campus has approximately 8000 square feet of space located at 10215 Technology Drive, which is adjacent to the campus. The space is not being utilized at this time, and there are no future plans for the use of this additional space. The lease for the space will expire in December of 2012.

6.03 Does the campus utilize learning sites?

Yes No

6.04 Are all facilities (including additional space and learning-site locations) appropriate for the size of the student population and the programs offered?

Yes No

6.05 Are the following appropriate to support the student population and the programs offered at all locations (including additional space and learning-site locations)?

(a) Equipment.

Yes No

(b) Instructional tools.

Yes No

(c) Machinery.

Yes No

6.06 Is there evidence on file to show that all institutional facilities are in compliance with fire, safety, and sanitation regulations?

Yes No Not Applicable

PUBLICATIONS

7.01 What catalog was used during the evaluation (please include the year, number, and volume if appropriate)?

The catalog used during the evaluation is the Knoxville, TN 2012 -2013 Volume 56 catalog, published on September 17, 2012 with an effective date of 9/17/2012 – 9/17/2013.

7.02 Does the self-study accurately portray the campus?

Yes No

7.03 Does the campus publish a catalog that is appropriately printed and bound and provided to all enrolled students?

Yes No

7.04 Does the catalog contain the following items?

(a) A table of contents and/or an index.

Yes No

(b) An indication of the year or years for which the catalog is effective on the front page or cover page.

Yes No

(c) The names and titles of the administrators.

Yes No

(d) A statement of legal control which includes the names of trustees, directors, and officers of the corporation.

Yes No

(e) A statement of accreditation

Yes No Not Applicable (initial applicant)

(f) A mission statement.

Yes No

(g) A listing of full-time faculty members which lists all qualifying credentials held along with the awarding institution and the area of teaching specialization.

Yes No

(h) An academic calendar.

Yes No

(i) A full disclosure of the admission requirements.

Yes No

(j) A statement for each curriculum offered that includes a statement of objective or purpose; an accurate and complete listing of all courses in the curriculum with a unique identifying number and title, the credit or clock hours awarded; the total credit or clock hours required to complete the curriculum; any necessary requirements for certification, licensing, or registration needed to work in the field; and any additional requirements that must be met to complete the curriculum.

Yes No

(k) A description of each course offered that includes the identifying number, title, credit or clock hours awarded, a concise description of the course contents, and any necessary prerequisites.

Yes No

(l) An explanation of the grading system that is consistent with the one that appears on the student transcript.

Yes No

(m) A definition of the unit of credit.

Yes No Not Applicable (The institution does not award credit)

(n) A complete explanation of the standards of satisfactory academic progress.

Yes No

(o) A description of the certificates, diplomas, and/or degrees awarded along with a statement of the requirements necessary for completion of each.

Yes No

(p) The transfer of credit policy.

Yes No

(q) A statement of the tuition, fees, and any other charges.

Yes No

(r) A complete and accurate listing of all scholarships offered.

Yes No Not Applicable (no scholarships offered)

(s) The refund policy.

Yes No

(t) A statement describing the student services offered.

Yes No

(u) A student grievance policy that includes the name and address of ACICS (may be in the student handbook instead of catalog).

Yes No Not Applicable (initial applicants only)

7.05 Does the institution offer degree programs?

Yes No

If Yes, does the catalog contain the following?

(a) An explanation of the course numbering system (for all levels).

Yes No

(b) Identification of courses that satisfy general education requirements (for occupational associate's, academic associate's, and bachelor's degrees only).

Yes No

(c) Identification of courses that satisfy the concentration requirements (for academic associate's and bachelor's degrees only).

Yes No

(d) Identification of courses that satisfy the upper-division (for bachelor's degrees only).

Yes No

7.06 Does the institution offer courses and/or programs via distance education?

Yes No (Skip to Question 7.07.)

While this campus does not offer courses and/or programs via distance education, the institution does offer online courses through their location in Carmel, Indiana.

7.07 Does the catalog contain an addendum/supplement?

Yes No (Skip to Question 7.08.)

If Yes, is it appropriate?

Yes No

7.08 Is the catalog available online?

Yes No (Skip to Question 7.09.)

If Yes, does it match the hard copy version?

Yes No

7.09 Does the campus utilize a multiple-school catalog?

Yes No (Skip to Question 7.10.)

7.10 Is all advertising and promotional literature, including the campus' Web site, truthful and dignified?

Yes No

7.11 Is the correct name of the campus listed in all advertising, web postings and promotional literature?

Yes No

7.12 Where does the campus advertise (publications, online, etc.)?

The campus advertises via the following mediums:

- the internet;
- radio;
- direct mail; and
- television.

Are the advertisements under acceptable headings?

Yes No

7.13 Does the campus use endorsements, commendations, or recommendations in its advertising?

Yes No (Skip to Question 7.14.)

If Yes, is there evidence that prior consent was obtained and that remuneration was not made for the consent or the use of the advertisement?

Yes No

- 7.14 Does the campus utilize services funded by third parties?
 Yes No (Skip to Question 7.15.)
- 7.15 Does the campus avoid offering monetary incentives to attract students or for failure in job placement?
 Yes No
- 7.16 Is the phrase "for those who qualify" properly referenced in all advertising that mentions financial aid?
 Yes No Not Applicable (institution does not participate in financial aid)

LIBRARY, INSTRUCTIONAL RESOURCES, AND TECHNOLOGY

- 8.01 Does the campus develop an adequate base of library resources?
 Yes No
- 8.02 Does the campus ensure access of library resources to all faculty and students, including students at nonmain campuses?
 Yes No
- 8.03 Does the campus provide training and support to faculty and students in utilizing library resources as an integral part of the learning process?
 Yes No
- 8.04 Are adequate staff provided to support the development, organization of the collection, and access of library resources?
 Yes No
- 8.05 Reviewed at AAC
- 8.06 Reviewed at AAC
- 8.07 Reviewed at AAC
- 8.08 Reviewed at AAC
- 8.09 What portion of the current year's library budget has been spent and how has the money been allocated?
 The 2012 budget is \$1200.00. As of the time of the visit, \$1949.90 had been spent on periodicals.
- 8.10 Is there evidence that the faculty have major involvement in the selection of library resources?
 Yes No
- 8.11 Are the library hours adequate to accommodate the needs of all students?
 Yes No
- 8.12 Reviewed at AAC
- 8.13 Is the Dewey Decimal, Library of Congress, or other appropriate system of classification used to organize the library materials?
 Yes No
- 8.14 Reviewed at AAC
- 8.15 If interlibrary agreements are in effect, are the provisions appropriate, do they ensure practical use and accessibility to the students, and is evidence of student use documented?
 Yes No Not Applicable (no interlibrary agreements)
- 8.16 Reviewed at AAC

- 8.17 Reviewed at AAC
- 8.18 Reviewed at AAC
- 8.19 Reviewed at AAC
- 8.21 Reviewed at AAC
- 8.22 Is documentation on file to reflect the librarian's participation in professional growth activities?
 Yes No
- 8.23 Are the hours the library is open adequate to accommodate the needs of all students?
 Yes No
- 8.24 Does the library make available appropriate reference, research, and information resources to provide basic support for curricular and educational offerings and to enhance student learning?
 Yes No

PROGRAM EVALUATION

Academic associate's degree in Business Management

Bachelor's degree in Project Management and Administration

- 9.01 See response from AAC
 (a) See response from AAC
 (b) See response from AAC
 (c) See response from AAC
 (d) See response from AAC
- 9.02 Who is assigned to administer the academic program(s), and what are this person's qualifications?
 Mr. Richard Stinson is the chair for both schools of Business and Information Technology at the Knoxville, Tennessee campus of ITT. Mr. Stinson holds an associate's degree from the University of South Carolina in Lancaster, South Carolina; a bachelor's degree in Information Management and Systems from the University of South Carolina in Lancaster, South Carolina; and a master's degree in Business Administration from the University of Phoenix. Mr. Stinson was hired by ITT on September 1, 2009. He was promoted to the chair of the School of Business on June 18, 2012.
- 9.03 Does this individual possess appropriate academic or experiential qualifications?
 Yes No
- 9.04 Is there evidence that the program administrator has sufficient authority and responsibility for the administration of the educational program(s)?
 Yes No
- 9.05 Are the time and resources devoted to the administration of the educational program(s) sufficient?
 Yes No
- 9.06 Does the program meet the needs of its students and the requirements of the council as shown by student achievement outcomes which meet or exceed the standards for the following areas:
 (a) Student retention rate of 62%
 Yes No Not applicable (new branch only)
 (b) Student placement rate of 58%

Yes No Not applicable (new branch only)

If No for either item or if the data is not available, does the Campus Effectiveness Plan (CEP) include data, analysis and activities to meet or exceed the relevant standard:

Yes No

While there was no action plan in the CEP, the Project Management and Administration bachelor's degree only had 6 students in the program and 4 graduates. Two of the graduates were placed and 2 were not working. The academic associate's degree in Business Management was just offered for the first time starting September 24, 2012, and thus there is no retention or placement data at this time.

- 9.07 List the community resources and how they are utilized to enrich the program(s).
In the Project Management and Administration bachelor's degree, speakers from industry that hold the prestigious project management professional (PMP) designation have been routinely used as guest speakers. In addition, students have attended the monthly meetings of the local professional association, the East Tennessee Chapter of the Project Management Institute, to learn about the profession and to make career contacts. Mr. Stinson noted that the school does have a business entrepreneur's club, with the campus director serving as sponsor. Mr. Stinson, who recently relocated to the Knoxville area, will be seeking business contacts to further support and enrich the business programs.
- 9.08 Are these resources sufficient?
 Yes No
- 9.09 Reviewed at AAC
- 9.10 Does the catalog and/or other advertising material such as brochures and web site, accurately describe the program and its objectives?
 Yes No
- 9.11 For programs that include practica, externships, or internships, does the institution have a written and mutually signed agreement that outlines the arrangement between the institution and the practicum site, including specific learning objectives, course requirements, and evaluation criteria?
 Yes No
 NA, (these elements are not part of the program or no student is far enough along in the program)
- 9.12 Reviewed at AAC
- 9.13 Are independent studies used appropriately, and is there a signed contract that meets Council standards?
 Yes No NA
- 9.14 Reviewed at AAC
- 9.15 Are course prerequisites being followed?
 Yes No
- 9.16 Is an appropriately detailed syllabus on file for each course that includes:
- (a) Title and course descriptions
 Yes No
- (b) Course numbers
 Yes No
- (c) Course prerequisites and/or corequisites
 Yes No
- (d) Instructional contact hours/credits
 Yes No
- (e) Learning objectives
 Yes No

(f) Instructional materials and references

Yes No

(g) Topical outline of the course

Yes No

(h) Instructional methods

Yes No

(i) Assessment criteria

Yes No

(j) Method of evaluating students

Yes No

(k) Date the syllabus was last reviewed

Yes No

For campuses participating in Title IV that have lecture courses in credit hour programs or clock-to-credit hour programs only:

(l) Out-of-class work assignments that support the learning objectives for the course

Yes No

(m) A description of the minimum amount of time a student is expected to spend on completion of the work assignments

Yes No

If No, insert the section number in parentheses, list the courses, and explain:

(Section 3-1-513(a) and Glossary): Course syllabi do not include, as appropriate, out-of-class work assignments that support the learning objectives for most courses. Although the campus provided samples of some graded homework assignments, the majority of syllabi provided to the team did not indicate that homework or outside assignments were required and homework assignments were not included as any percent of the final grade.

9.17 Do students confirm that they receive a course syllabus and that it is followed?

Yes No

9.18 Are the courses available when needed by the student in the normal pursuit of a program of study?

Yes No

9.19 Was the team able to verify the backup documentation to support the placement rate for the program(s) as reported on the last Campus Accountability Report (formerly AIR) submitted to the Council?

Yes No NA, (there have been no graduates)

How many calls to employers or graduates were attempted?

The following number of calls was made to employers for the following program:

Academic associate's degree in Business Administration – 0 (not applicable; no graduates)

Bachelors' degree in Project Management and Administration - 2

How many calls to employers or graduates were successful?

Two of the calls made to employers were successful.

How many of the calls where contact was made with employers or graduates confirmed the employment of the graduate as reported on the CAR? Please explain any discrepancy between the number of successful contacts and confirmations.

Both of the calls confirmed the employment of the graduates as reported on the 2011 CAR.

9.20 Was documentation on file to verify graduates classified on the CAR as “not available for placement”?

Yes No Not Applicable

9.21 Does the campus participate in Title IV financial aid?

Yes No (Skip to question 9.24)

9.22 Does the campus have written documentation of procedures for developing the application of the U.S. Department of Education's definition of a credit hour?

Yes No Not Applicable (Clock hour programs only)

If Yes, briefly describe the procedures.

In the "credit hour" section on page 64 of the campus' 2012-2013 catalog, volume 56, the campus policy regarding homework is contained in the "Residence Courses" paragraph.

9.23 Is there evidence that out-of-class work or the equivalency is being evaluated?

Yes No Not Applicable (Clock hour programs only)

If No, insert the section number in parentheses and explain:

(Section 3-1-513(a) and Glossary): Course syllabi do not include, as appropriate, out-of-class work assignments that support the learning objectives for most courses. Although the campus provided samples of some graded homework assignments, the majority of syllabi provided to the team did not indicate that homework or outside assignments were required and homework assignments were not included as any percent of the final grade.

9.24 Are the following appropriate to adequately support the number and nature of the program?

(a) Facilities

Yes No

(b) Instructional equipment

Yes No

(c) Resources

Yes No

(d) Personnel

Yes No

9.25 Reviewed at AAC

9.27 Do the faculty members' qualifications meet the minimum requirements outlined in the Accreditation Criteria, and are their qualifications academically and experientially appropriate to the subject matter they teach and the level of the credential awarded?

Yes No

9.28 Is the size of the faculty appropriate to the total student enrollment?

Yes No

9.29 Is an adequate core of full- and part-time faculty employed to ensure sound direction and continuity of development for the program?

Yes No NA, hiring responsibility is at AAC

9.30 Are teaching loads reasonable?

Yes No

9.38 Reviewed at AAC

9.39 Reviewed at AAC

9.40 Reviewed at AAC

9.41 Is enrollment in the second academic year of the two-year program sufficient to support regularly scheduled classes?

Yes No Not Applicable (no students in the second year)

9.42 Reviewed at AAC

9.43 Reviewed at AAC

- 9.44 Reviewed at AAC
- 9.45 Reviewed at AAC
- 9.46 Reviewed at AAC
- 9.47 Is enrollment in the third and fourth years of the bachelor's program sufficient to support regularly scheduled classes and laboratory work?
 Yes No N A, (no students in the third and fourth years)
- 9.48 Reviewed at AAC

GENERAL COMMENTS:

An observation of instructor Pamela Buskey teaching PM3110 (Introduction to Project Management) class was conducted. The room was prepared in advance and materials in packets and put at student tables prior to their arrival. The instructor demonstrated excellent instructional and classroom management techniques. Students were prepared for class and actively engaged in the facilitated session.

PROGRAM EVALUATION**Bachelor's degree in Criminal Justice****Academic associate's degree in Criminal Justice****Academic associate's degree in Criminology and Forensics Technology****Academic associate's degree in Paralegal Studies**

- 9.01 See response from AAC
 (a) See response from AAC
 (b) See response from AAC
 (c) See response from AAC
 (d) See response from AAC
- 9.02 Who is assigned to administer the academic program(s), and what are this person's qualifications?
 Ms. Elizabeth Sterbens is the chair for the School of Criminal Justice. Ms. Sterbens holds an associate's degree in Criminal Justice from Edison State College, a bachelor's degree in Management from Hodges University, and a master's degree in Criminal Justice from Nova Southeastern University. The team found evidence that Ms. Sterbens has worked in various capacities in education and criminal justices fields since 1998. She has worked at this campus since 2010.
- 9.03 Does this individual possess appropriate academic or experiential qualifications?
 Yes No
- 9.04 Is there evidence that the program administrator has sufficient authority and responsibility for the administration of the educational program(s)?
 Yes No
- 9.05 Are the time and resources devoted to the administration of the educational program(s) sufficient?
 Yes No
- 9.06 Does the program meet the needs of its students and the requirements of the council as shown by student achievement outcomes which meet or exceed the standards for the following areas:
 (a) Student retention rate of 62%
 Yes No Not applicable (new branch only)
 (b) Student placement rate of 58%

Yes No Not applicable (new branch only)

If No for either item or if the data is not available, does the Campus Effectiveness Plan (CEP) include data, analysis and activities to meet or exceed the relevant standard:

Yes No

If No insert section numbers 2-1-809, 3-1-512 and 3-1-111 in parentheses and explain:

The academic associate's degree in Paralegal Studies has a retention rate of 41.9%. There are three students remaining in this teach-out program.

9.07 List the community resources and how they are utilized to enrich the program(s).

The team found documentation of the following field trips for the Criminal Justice programs:

- Blount County Criminal Investigation office;
- a mock crime scene;
- Knox County Sherriff's office;
- Knox County Courthouse;
- Knox County Juvenile Court; and
- the Tennessee Department of Homeland Security.

The team found documentation of the following guest speakers for the Criminal Justice programs: Mr. Rick Lambert of the Special Agent in Charge (SAC) of the Federal Bureau of Investigation (FBI) and Ms. Jennifer Belcher of the Tennessee Department of Children's Services.

The team found documentation of the following field trips for the Paralegal Studies program: the University of Tennessee Law Library, United States District Court, and the Smokey Mountain Paralegal Association in Johnson City, Tennessee. The team found documentation of the following guest speakers for the Paralegal Studies program: Ms. Cathy Hulsey of the Smokey Mountain Paralegal Association and Ms. Jo Anne Learly of the Smokey Mountain Paralegal Association.

9.08 Are these resources sufficient?

Yes No

9.09 Reviewed at AAC

9.10 Does the catalog and/or other advertising material such as brochures and web site, accurately describe the program and its objectives?

Yes No

9.11 For programs that include practica, externships, or internships, does the institution have a written and mutually signed agreement that outlines the arrangement between the institution and the practicum site, including specific learning objectives, course requirements, and evaluation criteria?

Yes No NA, (these elements are not part of the program or no student is far enough along in the program)

9.12 Reviewed at AAC

9.13 Are independent studies used appropriately, and is there a signed contract that meets Council standards?

Yes No NA

9.14 Reviewed at AAC

9.15 Are course prerequisites being followed?

Yes No

9.16 Is an appropriately detailed syllabus on file for each course that includes:

(a) Title and course descriptions

- Yes No
 (b) Course numbers
 Yes No
 (c) Course prerequisites and/or corequisites
 Yes No
 (d) Instructional contact hours/credits
 Yes No
 (e) Learning objectives
 Yes No
 (f) Instructional materials and references
 Yes No
 (g) Topical outline of the course
 Yes No
 (h) Instructional methods
 Yes No
 (i) Assessment criteria
 Yes No
 (j) Method of evaluating students
 Yes No
 (k) Date the syllabus was last reviewed
 Yes No

For campuses participating in Title IV that have lecture courses in credit hour programs or clock-to-credit hour programs only:

- (l) Out-of-class work assignments that support the learning objectives for the course
 Yes No
 (m) A description of the minimum amount of time a student is expected to spend on completion of the work assignments
 Yes No

If No, insert the section number in parentheses, list the courses, and explain:

(Section 3-1-513(a) and Glossary): Course syllabi do not include, as appropriate, out-of-class work assignments that support the learning objectives for most courses. Although the campus provided samples of some graded homework assignments, the majority of syllabi provided to the team did not indicate that homework or outside assignments were required and homework assignments were not included as any percent of the final grade.

- 9.17 Do students confirm that they receive a course syllabus and that it is followed?
 Yes No
- 9.18 Are the courses available when needed by the student in the normal pursuit of a program of study?
 Yes No
- 9.19 Was the team able to verify the backup documentation to support the placement rate for the program(s) as reported on the last Campus Accountability Report (formerly AIR) submitted to the Council?
 Yes No NA, (there have been no graduates)

How many calls to employers or graduates were attempted?

The following number of calls were made to employers for the following programs :

Bachelor's degree in Criminal Justice - 8

Associate's degree in Criminal Justice – 9

Associate's degree in Criminology and Forensics Technology had no graduates.

Associate's degree in Paralegal Studies had no graduates.

How many calls to employers or graduates were successful?

The following number of calls, by program, were successful:

Bachelor's degree in Criminal Justice - 4

Associate's degree in Criminal Justice – 5

Associate's degree in Criminology and Forensics Technology had no graduates.
Associate's degree in Paralegal Studies had no graduates.

How many of the calls where contact was made with employers or graduates confirmed the employment of the graduate as reported on the CAR? Please explain any discrepancy between the number of successful contacts and confirmations.

All of the calls where contact was made the employment of the graduates as reported on the 2011 CAR.

9.20 Was documentation on file to verify graduates classified on the CAR as "not available for placement"?

Yes No Not Applicable

9.21 Does the campus participate in Title IV financial aid?

Yes No (Skip to question 9.24)

9.22 Does the campus have written documentation of procedures for developing the application of the U.S. Department of Education's definition of a credit hour?

Yes No Not Applicable (Clock hour programs only)

If Yes, briefly describe the procedures.

In the "credit hour" section on page 64 of the campus' 2012-2013 catalog, volume 56, the campus policy regarding homework is contained in the "Residence Courses" paragraph.

9.23 Is there evidence that out-of-class work or the equivalency is being evaluated?

Yes No Not Applicable (Clock hour programs only)

If No, insert the section number in parentheses and explain:

(Section 3-1-513(a) and Glossary): Course syllabi do not include, as appropriate, out-of-class work assignments that support the learning objectives for most courses. Although the campus provided samples of some graded homework assignments, the majority of syllabi provided to the team did not indicate that homework or outside assignments were required and homework assignments were not included as any percent of the final grade.

9.24 Are the following appropriate to adequately support the number and nature of the program?

(a) Facilities

Yes No

(b) Instructional equipment

Yes No

(c) Resources

Yes No

(d) Personnel

Yes No

9.25 Reviewed at AAC

9.27 Do the faculty members' qualifications meet the minimum requirements outlined in the Accreditation Criteria, and are their qualifications academically and experientially appropriate to the subject matter they teach and the level of the credential awarded?

Yes No

9.28 Is the size of the faculty appropriate to the total student enrollment?

Yes No

9.29 Is an adequate core of full- and part-time faculty employed to ensure sound direction and continuity of development for the program?

Yes No NA, hiring responsibility is at AAC

9.30 Are teaching loads reasonable?

Yes No

9.38 Reviewed at AAC

9.39 Reviewed at AAC

9.40 Reviewed at AAC

9.41 Is enrollment in the second academic year of the two-year program sufficient to support regularly scheduled classes?

Yes No Not Applicable (no students in the second year)

9.42 Reviewed at AAC

9.43 Reviewed at AAC

9.44 Reviewed at AAC

9.45 Reviewed at AAC

9.46 Reviewed at AAC

9.47 Is enrollment in the third and fourth years of the bachelor's program sufficient to support regularly scheduled classes and laboratory work?

Yes No N A, (no students in the third and fourth years)

9.48 Reviewed at AAC

PROGRAM EVALUATION

Academic associate's degree in Drafting and Design Technology

Academic associate's degree in Drafting and Design

Academic associate's degree in Graphic Communication and Design

Academic associate's degree in Visual Communications

Bachelor's degree in Digital Entertainment and Game Design

9.01 See response from AAC

(a) See response from AAC

(b) See response from AAC

(c) See response from AAC

(d) See response from AAC

If No for this campus, does the Campus Effectiveness Plan (CEP) include an improvement plan for this program with data, analysis and activities to meet or exceed Council requirements?

Yes No

9.02 Who is assigned to administer the academic program(s), and what are this person's qualifications?

Mr. Seth Schweitzer is the chair of the School of Drafting and Design. Mr. Schweitzer has been employee as the chair since February of 2009. Mr. Schweitzer holds a bachelor's degree in Architecture and a master's degree in Business Administration, both from The University of Tennessee in Knoxville. Mr. Schweitzer is a state of Tennessee licensed professional architect. Mr. Seth Schweitzer is well qualified to chair the School of Drafting and Design.

Mr. Joshua Ferguson is the lead instructor for Digital Entertainment and Game Design (DEGD), Visual Communications (VC), and Graphic Communications Design (GCD). He has been employed at ITT-Knoxville since September of 2006 and was named lead

instructor in September, 2012. Mr. Ferguson has a bachelor's degree in Engineering Technology and a master's degree in Technology from East Tennessee State University in Johnson City. In addition, Mr. Ferguson has held positions in web design with the HGTV of the Home and Garden Network and the Tennessee Environmental Council. Mr. Ferguson is also a principal in a game development company that has had two commercial video games published.

- 9.03 Does this individual possess appropriate academic or experiential qualifications?
 Yes No
- 9.04 Is there evidence that the program administrator has sufficient authority and responsibility for the administration of the educational program(s)?
 Yes No
- 9.05 Are the time and resources devoted to the administration of the educational program(s) sufficient?
 Yes No
- 9.06 Does the program meet the needs of its students and the requirements of the council as shown by student achievement outcomes which meet or exceed the standards for the following areas:
 (a) Student retention rate of 62%
 Yes No Not applicable (new branch only)
 (b) Student placement rate of 58%
 Yes No Not applicable (new branch only)

If No for either item or if the data is not available, does the Campus Effectiveness Plan (CEP) include data, analysis and activities to meet or exceed the relevant standard:

Yes No

If No insert section numbers 2-1-809, 3-1-512 and 3-1-111 in parentheses and explain:

Only one of five programs in this school, Visual Communications (VC), did not meet the student placement rate. The school provided sufficient evidence of a placement improvement plan in the CEP.

- 9.07 List the community resources and how they are utilized to enrich the program(s).
 The school utilizes community support with program advisory meetings held on a biannual base. The last Program Advisory Committee (PAC) was conducted on 2 April 2012, with eight members in attendance. The next PAC is scheduled for 12 October 2012. Additionally, guest speakers and field trips are utilized for four of the five programs, VC, GCD, DDT, and CDD. Two examples include involvement with Denark Construction Co., 13 September 2012, guest speaker, Jeremy Dololey and Type Designer, Insign Design 30 July 2012 for a field trip. The program has three adjunct instructors that work fulltime in the career field, providing valuable real life input to the program content.

- 9.08 Are these resources sufficient?

Yes No

If No, insert the section number in parentheses and explain:

(Section 3-1-512(c): There is insufficient use of community resources in the DEGD program. For this program, the campus documented no use of community resources during the past year. The School of Drafting and Design does utilize a PAC, but there was no indication that any member(s) of the PAC is employed in the digital entertainment or game fields, nor were there any minutes referencing the DEGD program. No evidence of speakers from the industry, or industry field trips, or any direct involvement with the gaming or digital entertainment industry being provided to students within the last 12 month period was provided. The campus did provide to the team a short statement to engage events in the upcoming year.

- 9.09 Reviewed at AAC

- 9.10 Does the catalog and/or other advertising material such as brochures and web site, accurately describe the program and its objectives?

Yes No

9.11 For programs that include practica, externships, or internships, does the institution have a written and mutually signed agreement that outlines the arrangement between the institution and the practicum site, including specific learning objectives, course requirements, and evaluation criteria?

Yes No

NA, (these elements are not part of the program or no student is far enough along in the program)

9.12 Reviewed at AAC

9.13 Are independent studies used appropriately, and is there a signed contract that meets Council standards?

Yes No NA

9.14 Reviewed at AAC

9.15 Are course prerequisites being followed?

Yes No

9.16 Is an appropriately detailed syllabus on file for each course that includes:

(a) Title and course descriptions

Yes No

(b) Course numbers

Yes No

(c) Course prerequisites and/or corequisites

Yes No

(d) Instructional contact hours/credits

Yes No

(e) Learning objectives

Yes No

(f) Instructional materials and references

Yes No

(g) Topical outline of the course

Yes No

(h) Instructional methods

Yes No

(i) Assessment criteria

Yes No

(j) Method of evaluating students

Yes No

(k) Date the syllabus was last reviewed

Yes No

For campuses participating in Title IV that have lecture courses in credit hour programs or clock-to-credit hour programs only:

(l) Out-of-class work assignments that support the learning objectives for the course

Yes No

(m) A description of the minimum amount of time a student is expected to spend on completion of the work assignments

Yes No

If No, insert the section number in parentheses, list the courses, and explain:

(Section 3-1-513(a) and Glossary): Course syllabi do not include, as appropriate, out-of-class work assignments that support the learning objectives for most courses. Although the campus provided samples of some graded homework assignments, the majority of syllabi provided to the team did not indicate that homework or outside assignments were required and homework assignments were not included as any percent of the final grade.

9.17 Do students confirm that they receive a course syllabus and that it is followed?

Yes No

If No, insert the section number in parentheses and explain:

The team found that one class, DT1320 (Building Information Modeling), had not received a course syllabus at the time of the visit, which was less than one week into the term. The campus did provide students with a course syllabus while the team was on site.

9.18 Are the courses available when needed by the student in the normal pursuit of a program of study?

Yes No

9.19 Was the team able to verify the backup documentation to support the placement rate for the program(s) as reported on the last Campus Accountability Report (formerly AIR) submitted to the Council?

Yes No NA, (there have been no graduates)

How many calls to employers or graduates were attempted?

The following number of calls were made to employers for the following program:

Academic associate's degree in Drafting and Design Technology - 7

Academic associate's degree in Drafting and Design - no graduates

Academic associate's degree in Graphic Communication and Design - no graduates

Academic associate's degree in Visual Communications - 7

Bachelor's degree in Digital Entertainment and Game Design - 6

How many calls to employers or graduates were successful?

The following number of calls, by program, was successful:

Academic associate's degree in Drafting and Design Technology - 7

Academic associate's degree in Drafting and Design - no graduates

Academic associate's degree in Graphic Communication and Design - no graduates

Academic associate's degree in Visual Communications - 7

Bachelor's degree in Digital Entertainment and Game Design - 6

How many of the calls where contact was made with employers or graduates confirmed the employment of the graduate as reported on the CAR? Please explain any discrepancy between the number of successful contacts and confirmations.

All of the calls where contact was made confirmed the employment of the graduates as reported on the 2011 CAR.

9.20 Was documentation on file to verify graduates classified on the CAR as "not available for placement"?

Yes No Not Applicable

9.21 Does the campus participate in Title IV financial aid?

Yes No (Skip to question 9.24)

9.22 Does the campus have written documentation of procedures for developing the application of the U.S. Department of Education's definition of a credit hour?

Yes No Not Applicable (Clock hour programs only)

If Yes, briefly describe the procedures.

In the "credit hour" section on page 64 of the campus' 2012-2013 catalog, volume 56, the campus policy regarding homework is contained in the "Residence Courses" paragraph.

9.23 Is there evidence that out-of-class work or the equivalency is being evaluated?

Yes No Not Applicable (Clock hour programs only)

If No, insert the section number in parentheses and explain:

(Section 3-1-513(a) and Glossary): Course syllabi do not include, as appropriate, out-of-class work assignments that support the learning objectives for most courses. Although the campus provided samples of some graded homework assignments, the majority of syllabi provided to the team did not indicate that homework or outside assignments were required and homework assignments were not included as any percent of the final grade.

9.24 Are the following appropriate to adequately support the number and nature of the program?

(a) Facilities

 Yes No

(b) Instructional equipment

 Yes No

(c) Resources

 Yes No

(d) Personnel

 Yes No

9.25 Reviewed at AAC

9.27 Do the faculty members' qualifications meet the minimum requirements outlined in the Accreditation Criteria, and are their qualifications academically and experientially appropriate to the subject matter they teach and the level of the credential awarded?

 Yes No

9.28 Is the size of the faculty appropriate to the total student enrollment?

 Yes No

9.29 Is an adequate core of full- and part-time faculty employed to ensure sound direction and continuity of development for the program?

9.30 Are teaching loads reasonable?

 Yes No

9.38 Reviewed at AAC

9.39 Reviewed at AAC

9.40 Reviewed at AAC

9.41 Is enrollment in the second academic year of the two-year program sufficient to support regularly scheduled classes?

 Yes No Not Applicable (no students in the second year)

9.42 Reviewed at AAC

9.43 Reviewed at AAC

9.44 Reviewed at AAC

9.45 Reviewed at AAC

9.46 Reviewed at AAC

9.47 Is enrollment in the third and fourth years of the bachelor's program sufficient to support regularly scheduled classes and laboratory work?

 Yes No N A, (no students in the third and fourth years)

9.48 Reviewed at AAC

PROGRAM EVALUATION

Bachelor 's degree in Electronics and Communications Engineering Technology (ECET)**Academic Associate's degree in Computer and Electronics Engineering Technology (CEET)****Academic Associate's degree in Electrical Engineering Technology (EET)**

9.01 See response from AAC

- (a) See response from AAC
- (b) See response from AAC
- (c) See response from AAC
- (d) See response from AAC

9.02 Who is assigned to administer the academic program(s), and what are this person's qualifications?

Mr. Liston Matthews is the chair of the School of Electronics Technology at this campus. He was originally hired as an instructor in September, 1998, and was promoted to chair in November, 2011. Mr. Matthews holds a bachelor's degree in Agriculture from the University of Wyoming, Laramie, and a master's degree in Educational Administration and Supervision from Lincoln Memorial University, Harrogate, TN. He has electronics engineering training from the U.S. Army and the University of Tennessee, Knoxville. Mr. Matthews is a certified electronics technician provided by the International Society of Certified Electronics Technicians.

9.03 Does this individual possess appropriate academic or experiential qualifications?

Yes No

9.04 Is there evidence that the program administrator has sufficient authority and responsibility for the administration of the educational program(s)?

Yes No

9.05 Are the time and resources devoted to the administration of the educational program(s) sufficient?

Yes No

9.06 Does the program meet the needs of its students and the requirements of the council as shown by student achievement outcomes which meet or exceed the standards for the following areas:

(a) Student retention rate of 62%

Yes No Not applicable (new branch only)

(b) Student placement rate of 58%

Yes No Not applicable (new branch only)

9.07 List the community resources and how they are utilized to enrich the program(s).

The School of Electronics Technology invited a guest speaker from Oak Ridge Associated Universities, TN and went to a field trip to Knox County, TN to provide students with personal knowledge of innovations in electronics technology.

9.08 Are these resources sufficient?

Yes No

9.09 Reviewed at AAC

9.10 Does the catalog and/or other advertising material such as brochures and web site, accurately describe the program and its objectives?

Yes No

9.11 For programs that include practica, externships, or internships, does the institution have a written and mutually signed agreement that outlines the arrangement between the institution and the practicum site, including specific learning objectives, course requirements, and evaluation criteria?

Yes No

NA, (these elements are not part of the program or no student is far enough along in the program)

9.12 Reviewed at AAC

9.13 Are independent studies used appropriately, and is there a signed contract that meets Council standards?

Yes No NA

9.14 Reviewed at AAC

9.15 Are course prerequisites being followed?

Yes No

9.16 Is an appropriately detailed syllabus on file for each course that includes:

(a) Title and course descriptions

Yes No

(b) Course numbers

Yes No

(c) Course prerequisites and/or corequisites

Yes No

(d) Instructional contact hours/credits

Yes No

(e) Learning objectives

Yes No

(f) Instructional materials and references

Yes No

(g) Topical outline of the course

Yes No

(h) Instructional methods

Yes No

(i) Assessment criteria

Yes No

(j) Method of evaluating students

Yes No

(k) Date the syllabus was last reviewed

Yes No

For campuses participating in Title IV that have lecture courses in credit hour programs or clock-to-credit hour programs only:

(l) Out-of-class work assignments that support the learning objectives for the course

Yes No

(m) A description of the minimum amount of time a student is expected to spend on completion of the work assignments

Yes No

If No, insert the section number in parentheses, list the courses, and explain:

(Section 3-1-513(a) and Glossary): Course syllabi do not include, as appropriate, out-of-class work assignments that support the learning objectives for most courses. Although the campus provided samples of some graded homework assignments, the majority of syllabi provided to the team did not indicate that homework or outside assignments were required and homework assignments were not included as any percent of the final grade.

9.17 Do students confirm that they receive a course syllabus and that it is followed?

Yes No

9.18 Are the courses available when needed by the student in the normal pursuit of a program of study?

Yes No

9.19 Was the team able to verify the backup documentation to support the placement rate for the program(s) as reported on the last Campus Accountability Report (formerly AIR) submitted to the Council?

Yes No NA, (there have been no graduates)

How many calls to employers or graduates were attempted?

The following number of calls was made to employers and graduates for the programs:

Bachelor degree in Electronics Communications Engineering Technology – 5

Academic Associate's degree in Computer and Electronics Engineering Technology - 9

Academic Associate's degree in Electrical Engineering Technology - NA (there have been no graduates)

How many calls to employers or graduates were successful?

Bachelor's degree Electronics Communications Engineering Technology – 2

Academic associate's degree in Computer and Electronics Engineering Technology (CEET) - 5

How many of the calls where contact was made with employers or graduates confirmed the employment of the graduate as reported on the CAR? Please explain any discrepancy between the number of successful contacts and confirmations.

All employers and graduates that were contacted confirmed the employment of the graduates as reported on the 2011 CAR.

9.20 Was documentation on file to verify graduates classified on the CAR as “not available for placement”?

Yes No Not Applicable

9.21 Does the campus participate in Title IV financial aid?

Yes No (Skip to question 9.24)

9.22 Does the campus have written documentation of procedures for developing the application of the U.S. Department of Education’s definition of a credit hour?

Yes No Not Applicable (Clock hour programs only)

If Yes, briefly describe the procedures.

In the "credit hour" section on page 64 of the campus' 2012-2013 catalog, volume 56, the campus policy regarding homework is contained in the "Residence Courses" paragraph.

9.23 Is there evidence that out-of-class work or the equivalency is being evaluated?

Yes No Not Applicable (Clock hour programs only)

If No, insert the section number in parentheses and explain:

(Section 3-1-513(a) and Glossary): Course syllabi do not include, as appropriate, out-of-class work assignments that support the learning objectives for most courses. Although the campus provided samples of some graded homework assignments, the majority of syllabi provided to the team did not indicate that homework or outside assignments were required and homework assignments were not included as any percent of the final grade.

9.24 Are the following appropriate to adequately support the number and nature of the program?

(a) Facilities

Yes No

(b) Instructional equipment

Yes No

(c) Resources

Yes No

(d) Personnel

Yes No

9.25 Reviewed at AAC

9.27 Do the faculty members’ qualifications meet the minimum requirements outlined in the Accreditation Criteria, and are their qualifications academically and experientially appropriate to the subject matter they teach and the level of the credential awarded?

Yes No

9.28 Is the size of the faculty appropriate to the total student enrollment?

Yes No

9.29 Is an adequate core of full- and part-time faculty employed to ensure sound direction and continuity of development for the program?

Yes No NA, hiring responsibility is at AAC

9.30 Are teaching loads reasonable?

Yes No

9.38 Reviewed at AAC

9.39 Reviewed at AAC

9.40 Reviewed at AAC

9.41 Is enrollment in the second academic year of the two-year program sufficient to support regularly scheduled classes?

Yes No Not Applicable (no students in the second year)

9.42 Reviewed at AAC

9.43 Reviewed at AAC

9.44 Reviewed at AAC

9.45 Reviewed at AAC

9.46 Reviewed at AAC

9.47 Is enrollment in the third and fourth years of the bachelor's program sufficient to support regularly scheduled classes and laboratory work?

Yes No N A, (no students in the third and fourth years)

9.48 Reviewed at AAC

PROGRAM EVALUATION

Academic associate's degree in Computer Network Systems

Academic associate's degree in Network Systems Administration

Academic associate's degree in Software Development Technology

Bachelor's degree in Data Communication Systems Technology

Bachelor's degree in Information Systems and Cybersecurity

Bachelor's degree in Information Systems Security

Bachelor's degree in Project Management

9.01 See response from AAC

(a) See response from AAC

(b) See response from AAC

- (c) See response from AAC
 (d) See response from AAC

9.02 Who is assigned to administer the academic program(s), and what are this person's qualifications?

Mr. Richard Stinson is the chair for the School of Information Technology at the Knoxville, Tennessee campus of ITT. Mr. Stinson holds an associate's degree from the University of South Carolina in Lancaster, South Carolina; a bachelor's degree in Information Management and Systems from the University of South Carolina in Lancaster, South Carolina; and a master's degree in Business Administration from the University of Phoenix. Mr. Stinson was hired September 1, 2009. Mr. Stinson was promoted to chair for the School of Information Technology on June, 18, 2012.

9.03 Does this individual possess appropriate academic or experiential qualifications?

- Yes No

9.04 Is there evidence that the program administrator has sufficient authority and responsibility for the administration of the educational program(s)?

- Yes No

9.05 Are the time and resources devoted to the administration of the educational program(s) sufficient?

- Yes No

9.06 Does the program meet the needs of its students and the requirements of the council as shown by student achievement outcomes which meet or exceed the standards for the following areas:

(a) Student retention rate of 62%

- Yes No Not applicable (new branch only)

(b) Student placement rate of 58%

- Yes No Not applicable (new branch only)

9.07 List the community resources and how they are utilized to enrich the program(s).

The School of Technology requires a minimum of either one guest speaker or field trip per course per quarter. In the Project Management degree, speakers from industry who hold the prestigious Project Management Professional designation have been routinely used as guest speakers. In addition, students have attended the monthly meetings of the local professional association and the East Tennessee Chapter of the Project Management Institute to learn about the profession and to make career contacts.

9.08 Are these resources sufficient?

- Yes No

9.09 Reviewed at AAC

9.10 Does the catalog and/or other advertising material such as brochures and web site, accurately describe the program and its objectives?

- Yes No

9.11 For programs that include practica, externships, or internships, does the institution have a written and mutually signed agreement that outlines the arrangement between the institution and the practicum site, including specific learning objectives, course requirements, and evaluation criteria?

- Yes No NA, (these elements are not part of the program or no student is far enough along in the program)

9.12 Reviewed at AAC

9.13 Are independent studies used appropriately, and is there a signed contract that meets Council standards?

- Yes No NA

9.14 Reviewed at AAC

9.15 Are course prerequisites being followed?

Yes No

9.16 Is an appropriately detailed syllabus on file for each course that includes:

(a) Title and course descriptions

Yes No

(b) Course numbers

Yes No

(c) Course prerequisites and/or corequisites

Yes No

(d) Instructional contact hours/credits

Yes No

(e) Learning objectives

Yes No

(f) Instructional materials and references

Yes No

(g) Topical outline of the course

Yes No

(h) Instructional methods

Yes No

(i) Assessment criteria

Yes No

(j) Method of evaluating students

Yes No

(k) Date the syllabus was last reviewed

Yes No

For campuses participating in Title IV that have lecture courses in credit hour programs or clock-to-credit hour programs only:

(l) Out-of-class work assignments that support the learning objectives for the course

Yes No

(m) A description of the minimum amount of time a student is expected to spend on completion of the work assignments

Yes No

If No, insert the section number in parentheses, list the courses, and explain:

(Section 3-1-513(a) and Glossary): Course syllabi do not include, as appropriate, out-of-class work assignments that support the learning objectives for most courses. Although the campus provided samples of some graded homework assignments, the majority of syllabi provided to the team did not indicate that homework or outside assignments were required and homework assignments were not included as any percent of the final grade.

9.17 Do students confirm that they receive a course syllabus and that it is followed?

Yes No

9.18 Are the courses available when needed by the student in the normal pursuit of a program of study?

Yes No

9.19 Was the team able to verify the backup documentation to support the placement rate for the program(s) as reported on the last Campus Accountability Report (formerly AIR) submitted to the Council?

Yes No NA, (there have been no graduates)

How many calls to employers or graduates were attempted?

The following number of calls were made to employers for the following programs:

Academic associate's degree in Computer Network Systems - 6

Bachelor's degree in Data Communication Systems Technology - 9

Bachelor's degree in Project Management - 5

The other programs in this report did not have any graduates on the 2011 CAR

How many calls to employers or graduates were successful?

The following number of calls, by program, were successful:

Academic associate's degree in Computer Network Systems - 5

Bachelor's degree in Data Communication Systems Technology - 2

Bachelor's degree in Project Management - 3

How many of the calls where contact was made with employers or graduates confirmed the employment of the graduate as reported on the CAR? Please explain any discrepancy between the number of successful contacts and confirmations.

All of the calls where contact was made confirmed the employment of the graduates as reported on the 2011 CAR.

9.20 Was documentation on file to verify graduates classified on the CAR as "not available for placement"?

Yes No Not Applicable

9.21 Does the campus participate in Title IV financial aid?

Yes No (Skip to question 9.24)

9.22 Does the campus have written documentation of procedures for developing the application of the U.S. Department of Education's definition of a credit hour?

Yes No Not Applicable (Clock hour programs only)

If Yes, briefly describe the procedures.

In the "credit hour" section on page 64 of the campus' 2012-2013 catalog, volume 56, the campus policy regarding homework is contained in the "Residence Courses" paragraph.

9.23 Is there evidence that out-of-class work or the equivalency is being evaluated?

Yes No Not Applicable (Clock hour programs only)

If No, insert the section number in parentheses and explain:

(Section 3-1-513(a) and Glossary): Course syllabi do not include, as appropriate, out-of-class work assignments that support the learning objectives for most courses. Although the campus provided samples of some graded homework assignments, the majority of syllabi provided to the team did not indicate that homework or outside assignments were required and homework assignments were not included as any percent of the final grade.

9.24 Are the following appropriate to adequately support the number and nature of the program?

(a) Facilities

Yes No

(b) Instructional equipment

Yes No

(c) Resources

Yes No

(d) Personnel

Yes No

9.25 Reviewed at AAC

9.27 Do the faculty members' qualifications meet the minimum requirements outlined in the Accreditation Criteria, and are their qualifications academically and experientially appropriate to the subject matter they teach and the level of the credential awarded?

Yes No

9.28 Is the size of the faculty appropriate to the total student enrollment?

Yes No

- 9.29 Is an adequate core of full- and part-time faculty employed to ensure sound direction and continuity of development for the program?
 Yes No NA, hiring responsibility is at AAC
- 9.30 Are teaching loads reasonable?
 Yes No
- 9.38 Reviewed at AAC
- 9.39 Reviewed at AAC
- 9.40 Reviewed at AAC
- 9.41 Is enrollment in the second academic year of the two-year program sufficient to support regularly scheduled classes?
 Yes No Not Applicable (no students in the second year)
- 9.42 Reviewed at AAC
- 9.43 Reviewed at AAC
- 9.44 Reviewed at AAC
- 9.45 Reviewed at AAC
- 9.46 Reviewed at AAC
- 9.47 Is enrollment in the third and fourth years of the bachelor's program sufficient to support regularly scheduled classes and laboratory work?
 Yes No N A, (no students in the third and fourth years)
- 9.48 Reviewed at AAC

GENERAL COMMENTS:

The students in the School of Electronics Technology were very engaged and commented positively on their academic experience and their future job prospects as a result of the courses they had completed.

SUMMARY

The institution is not in compliance with the *Accreditation Criteria* in the following areas:

1. Section 3-1-513(a) and Glossary	Course syllabi do not include, as appropriate, out-of-class work assignments that support the learning objectives for most courses (pp. 29, 30, 33, 34, 38, 39, 42, 43, 46 and 47).
2. Section 3-1-512(c)	There is insufficient use of community resources in the Digital Entertainment and Game Design program (p. 37).

RECOMMENDATIONS

The evaluation team offers the following recommendations for the institution's consideration (*These recommendations are not included in the report seen by the Council*):

A *system* for collecting and documenting data and information for elements of the CEP at the **campus** level is warranted, especially from graduates and employers, and then an annual analysis of the data collected and its meaning for program improvement.

Collect additional data on characteristics of the student population that might help to inform the instructional programs or, if already known or collected, integrate it into campus effectiveness planning. Such data might include prior education (e.g., high school graduation, post-secondary experience, GED, etc.), work experience, socio-economics status, family obligations, etc.

The team noted that several programs lacked significant contact with the "real-world" of practice and recommends more robust involvement with the business and industry community through use of increased community-based resources. This recommendation also came from students in some programs who requested more real-world experiences and contact with professionals.

The team also recommends that various programs' capstone projects be an actual work- or community-based project conducted by a student or teams of students to provide for a more rigorous measure of outcomes in the real-world of practice rather than a simulated project.



October 15, 2012

Evaluation Team Report – New Grant Evaluation Report

Main Campus ID: 00016040

ID for Campus Visited: 00029681

Staff Contact: Ian Harazduk – Phone: (202) 336-6795

Application ID: 14810

VISIT RESPONSE DUE DATE: October 25, 2012

Ms. Amy St. Clair
Director
ITT Technical Institute
4721 Lake Park Drive
Johnson City, TN 37615
Email Address: Regulatory134@itt-tech.edu

Dear Ms. St. Clair:

A copy of the report prepared by the Council's evaluation team that recently visited your institution is attached. The council invites you to respond to this report before it takes formal action on your institution's application for accreditation. This response must be submitted via your online application. The Council offers the institution ten days to formally respond to the report; therefore, your response should be uploaded by the date indicated above.

Visit Response

Your response should pertain to the entire report. The enclosed document, "Preparing the Institutional Response" provides suggestions for developing your response. Please include information on any significant changes that have taken place at the institution since the site visit.

We look forward to receiving your response to this report. You will be notified in writing of the Council's decision following its next meeting.

Web-Based Submission of Institutional Response

Effective September, 2011, ACICS has implemented a Web-based submission process for all school visit responses. The campus response to areas of non-compliance (citation, or "cite") must be uploaded under the application ID number associated with the visit. Each area of non-compliance must include a narrative and

supporting documentation (if applicable). If supporting documentation covers more than one area of non-compliance, the campus is required to duplicate the documentation and upload it to each area of non-compliance. Submission of a current catalog need only be uploaded once and only if referenced in the response. If you have any questions, please send your inquiry to Ian Harazduk at iharazduk@acics.org.

Process:

Once the campus logs on to the ACICS membership Web site, go to the In Process Applications link, select the application name and ID. The tasks created for school responses to a visit will be displayed. Select a *Response* task and upload the corresponding document(s).

IMPORTANT: *Document Labels*

Each response document **must** include the task in the file name.

Example: the file name for a document submitted to satisfy Response: **Cite 1 Narrative** task could be ***Cite 1 Narrative [document name]***.

Single submissions that consist of multiple documents must be combined into one document before uploading. This procedure is consistent with the method used to submit multiple syllabi and faculty and administrative staff summary sheets.

Response Tasks

Below is the format for *Response* tasks. Each visit type will have a standard amount of visit *Response* tasks. Upload your responses in sequential order, beginning with “Response: Cite 1...” and ignore tasks that exceed your visit response requirement.

Response: Current Catalog
Response: Cite 1 Narrative
Response: Cite 1 Supporting Document(s)
Response: Cite 2 Narrative
Response: Cite 2 Supporting Document(s)
Response: Cite 3 Narrative
Response: Cite 3 Supporting Document(s)
Response: Cite 4 Narrative
Response: Cite 4 Supporting Document(s)

Sincerely

Earline Simons-Bullock

Campus Services/Executive Assistant
Campus Development Department

Enclosures

REEVALUATION REPORT

ITT TECHNICAL INSTITUTE
4721 Lake Park Drive
Johnson City, TN 37615
ACICS ID Code: 00029681

Ms. Amy St. Clair, Director (AStClair@itt-tech.edu)
 Regulatory134@itt-tech.edu

MAIN
ITT Technical Institute
Indianapolis, IN
ACICS ID Code: 00016040

September 24-25, 2012

Ms. Rogena Kyles	Chair	Attorney	Alexandria, VA
Ms. Diana Igo	Student-Relations Specialist	Minnesota School of Business, Blaine Campus	Maple Grove, MN
Mr. Ronald Thomas Mosley	Educational Activities and Library Specialist	Alabama Board of Education, Retired	Boaz, AL
Dr. Veekit O'Charoen	Drafting And Design Specialist	The Boeing Company	Mukilteo, WA
Ms. Judy Weng	Electrical Engineering Specialist	Northwestern Polytechnic University	Milpitas, CA
Dr. Carlton Michael Lawrence Sr.	Network Systems Specialist	New York Life	Denver, CO
Dr. Debra Rocha	Paralegal Specialist	Brandman University	Irvine, CA
Ms. Kathryn Sellers	ACICS Staff Representative	ACICS	St. Augustine, FL

**PROGRAMS OFFERED BY
ITT TECHNICAL INSTITUTE
JOHNSON CITY, TN**

CREDENTIAL EARNED (Certificate, Diploma, Occupational Associate's, Academic Associate's, Bachelor's, Master's, or Doctoral)	APPROVED PROGRAM TITLE	Qtr.Hrs.	Enroll: Full- time/Part- time	AIR Retention & Placement			
				2011		2010	
				Ret.	Pla.	Ret.	Pla.
Academic Associate's	Paralegal	90	07/01	N/A	N/A	N/A	N/A
Academic Associate's	Paralegal Studies	96	08/02	57.5%	N/A	N/A	N/A
Academic Associate's	Computer Drafting and Design	96	05/02	62.5%	N/A	N/A	N/A
Academic Associate's	Drafting and Design Technology	90	16/05	N/A	N/A	N/A	N/A
Academic Associate's	Computer and Electronics Engineering Technology	96	02/03	N/A	N/A	N/A	N/A
Academic Associate's	Electrical Engineering Technology	90	23/07	N/A	N/A	N/A	N/A
Academic Associate's	Computer Network Systems	96	13/04	63.5%	N/A	N/A	N/A
Academic Associate's	Network Systems Administration	90	25/09	N/A	N/A	N/A	N/A
	TOTAL ENROLLMENT		132				

INTRODUCTION

The campus occupies 20,388 square feet in a one-story building that is easily accessible from all points within Johnson City, TN. The facility houses administrative offices, a faculty work area with cubicles, a learning resource center, a student lounge with an Internet café, six lecture rooms, and five laboratories equipped as appropriate for the technical courses offered. All areas are clean, spacious, well lighted, comfortably furnished and create an atmosphere that is conducive to learning and work.

As much as the team could observe, daily activities and operations generally flow smoothly and staff and faculty work well together to serve and instruct students. It should be noted, however, that among some faculty, the team encountered confusion as to who the subject matter experts were for their particular programs. Interviews with students revealed their general consensus that the entire staff and faculty are committed to helping them succeed and are always accessible for any assistance students may require.

Of the 80% of the student body that disclosed its ethnicity, Caucasians comprise about 70% of enrollment and African-Americans represent the next largest ethnic group at just over 8%. Approximately 73% of the students are male. The overwhelming majority of students are full-time working adults. All students are enrolled in the evening session.

1. MISSION

- 1.01 Response submitted by Academic Administrative Center
- 1.02 Response submitted by Academic Administrative Center
- 1.03 Response submitted by Academic Administrative Center
- 1.04 Response submitted by Academic Administrative Center
- 1.05 Are the mission statement and supporting objectives appropriately disclosed in the campus catalog and in other publications that are readily available and understandable to the public?
 Yes No
- 1.06 Is the campus committed to successful implementation of its mission?
 Yes No

INSTITUTIONAL EFFECTIVENESS

- 1.07 Does the campus have a current Campus Effectiveness Plan (CEP)?
 Yes No
- 1.08 Does the campus have its own CEP, separate from the institution's IEP?
 Yes No
- 1.09 Does the CEP describe the following?
 The characteristics of the programs offered.
 Yes No
 The characteristics of the student population.
 Yes No
 The types of data that will be used for assessment.
 Yes No
 Specific goals to improve the educational processes.
 Yes No
 Expected outcomes of the plans.
 Yes No
- 1.10 Are the following five required elements evaluated in the CEP?
 Student retention.
 Yes No
 Student placement.
 Yes No Not Applicable (new branch only)
 Level of graduate satisfaction.
 Yes No Not Applicable (new branch only)
 Level of employer satisfaction.
 Yes No Not Applicable (new branch only)
 Student learning outcomes.
 Yes No

- 1.11 Describe the student learning outcomes used by the campus in each program and how these outcomes are being assessed.

The campus uses capstone courses, capstone assessment data, student engagement, and student success to determine the extent to which student learning objectives are being achieved. Capstone courses are used to determine students' level of understanding of program objectives. For programs using capstone assessment data, faculty members review graduates' proficiency levels regarding identified outcomes and use the results to make improvements as necessary. Student engagement is assessed by student attendance and course completion rates. Student success is gauged by dividing the total number of students passing a course by the total number of students who enrolled for that course.

- 1.12 Are the following identified and described in the CEP?

The baseline data for each outcome.

Yes No Not Applicable

The data used by the campus to assess each outcome.

Yes No Not Applicable

How the data was collected.

Yes No Not Applicable

An analysis and summary of the data collected and an explanation of how the data will be used to improve the educational processes.

Yes No Not Applicable

- 1.13 Has the campus published annual placement and retention goals in its CEP that take into account its rates from the last three Campus Accountability (previously referred to as AIR) Reports and that demonstrate its ability to maintain or improve retention and placement outcomes?

Yes No

There were no graduates from any program for the 2011 CAR reporting period.

- 1.14 Has the campus published specific activities that will be undertaken to meet placement and retention goals?

Yes No

- 1.15 Describe the specific activities that the campus will undertake to meet these goals.

As noted, there have been no graduates so there is no placement goal set. For its retention goal, the campus will increase the number of student-based groups and campus activities to improve the sense of community. It will conduct curriculum evaluations for those programs with high attrition rates to determine to what extent, if any, the curriculum plays a role in students' withdrawing. Peer-to-peer mentoring will be introduced and earlier intervention with at-risk students will be undertaken. Increased use of guest speakers and field trips will be employed to improve motivation of students and a "watch list" of students with excessive absences and tardiness will be maintained by the dean and registrar for intervention as appropriate.

- 1.16 Does the campus have documentation to show the following?

(a) That the IEP has been implemented.

Yes No

(b) That specific activities listed in the plan have been completed.

Yes No

(c) That periodic progress reports have been completed.

Yes No

- 1.17 Who is responsible for implementing and monitoring the CEP? Describe this individual's qualifications. If a committee is utilized please describe the committee.

The campus utilizes a CEP team whose members are the campus director as the committee lead, the academic dean, the registrar, a faculty representative from each academic school, the learning resource center assistant, the systems support

technician, and the directors of finance, recruitment, and career services.

- 1.18 Does the campus have documentation to show that the CEP is evaluated at least annually?
 Yes No

2. ORGANIZATION

2.01 (a) Response submitted by Academic Administrative Center

2.01 (b) Response submitted by Academic Administrative Center

2.01 Is the following information regarding the campus appropriately stated in the catalog?

(c) Names of the administrators.

Yes No

2.02 Does the campus:

(a) Adequately train its employees?

Yes No

(b) Provide them with constant and proper supervision?

Yes No

(c) Evaluate their work?

Yes No

2.03 Is the administration of the campus efficient and effective?

Yes No

2.04 Does the campus maintain written documentation to show that faculty and staff members:

(a) Clearly understand their duties and responsibilities?

Yes No

(b) Know the person to whom they report?

Yes No

(c) Understand the standards by which the success of their work is measured?

Yes No

2.05 Does the administration maintain documentation of the evaluation of the faculty and staff?

Yes No

2.06 Has the campus adopted a policy on academic freedom that has been communicated to the faculty?

Yes No

2.07 Does the campus have an appropriate grievance policy for faculty and staff?

Yes No

2.08 Does the campus catalog or the student handbook contain an appropriate grievance policy for students that includes the name and address of ACICS?

Yes No Not Applicable (initial applicants only)

2.09 Response submitted by Academic Administrative Center

3. ADMINISTRATION

3.01 Is there evidence that the chief on-site administrator(s) or the self-study coordinator for the campus attended an accreditation workshop within 18 months prior to the final submission of the self-study?

Yes No

3.02 Are all staff well trained to carry out administrative functions?

Yes No

3.03 Who is the on-site administrator, and what are this person's qualifications?

Ms. Amy St. Clair, campus director, is the on-site administrator. She holds a bachelor's degree in Business Administration from East Tennessee State University and has been with ITT - Johnson City since March 2010. Her prior experience includes two years as owner and director of a Huntington Learning Center, and ten years as a store manager for JC Penny.

3.04 Does the campus list degrees of staff members in the catalog?

Yes No

If Yes, is appropriate evidence of the degrees on file?

Yes No

3.05 Is there evidence that the campus keeps adequate records to support the following administrative operations?

(a) Response submitted by Academic Administrative Center

(b) Admissions.

Yes No

(c) Response submitted by Academic Administrative Center

(d) Response submitted by Academic Administrative Center

(e) Guidance.

Yes No

(f) Instructional resources.

Yes No

(g) Supplies and equipment.

Yes No

(h) The school plant.

Yes No

(i) Faculty and staff.

Yes No

(j) Student activities.

Yes No

(k) Student personnel.

Yes No

3.06 Response submitted by Academic Administrative Center

3.11 Do student files contain evidence of graduation from high school or the equivalent?

Yes No

3.12 Are appropriate transcripts maintained for all students?

Yes No

3.13 Is the grading system fully explained on the transcript, and is it consistent with the grading system that appears in the campus catalog?

Yes No

3.14 Are student records protected from theft, fire, water damage, or other possible loss?

Yes No

3.15 Does the campus maintain transcripts for all students indefinitely?

Yes No

3.16 Does the campus maintain admissions data and other records for at least five years from the last date of attendance for all students?

Yes No

4. RELATIONS WITH STUDENTS

4.01 How many student files were reviewed during the evaluation?

The team reviewed 28 files during the campus evaluation.

4.02 How does the institution ensure that its student relations reflect high ethical standards?

The campus ensures that its student relations reflect high ethical standards through disclosure of campus policies and procedures to prospective students during the enrollment process. Students are required to sign, acknowledging receipt of policies and procedures. The team verified that the acknowledgement is stored in student files. Further, the campus provides an extensive new student orientation program, providing information on campus policies, expectations, good study habits and grievance policy overview.

4.03 Does the campus have appropriate admissions criteria?

Yes No

4.04 Does the campus contract with third parties for admissions and recruiting purposes?

Yes No

4.05 Is there evidence to document that admissions criteria are applied consistently to all students admitted under the same version of the admissions criteria (e.g., that students admitted into specific programs for the same start date are admitted under the same admissions criteria)?

Yes No

4.06 reviewed at AAC

4.07 Is the admissions policy publicly stated?

Yes No

4.08 Is the admissions policy administered as written?

Yes No

4.09 Who is responsible for the oversight of student recruitment at the campus and what are this person's qualifications?

Ms. Amy St. Clair, who has been the campus director for two years, is also currently serving as the acting director of recruitment at the campus. As previously stated, Ms. St. Clair holds a bachelor's degree in Business Administration from East Tennessee State University in Johnson City, Tennessee. She has two years of previous experience as an owner/director of a Huntington Learning Center and ten years' experience as a store manager at JC Penney.

4.10 Describe the process for the recruitment of new students.

The campus markets to prospective students through the internet, television, radio advertising and direct mail. Admissions representatives generate personally developed leads and referrals. The admissions representative schedules an appointment with the potential student to meet at the campus. Once the prospective student reaches the campus, the admissions representative presents an interactive PowerPoint presentation outlining program/course offerings, services provided by the campus, program expectations, cost of tuition and terms of enrollment. Immediately following the presentation, the prospective student is given a tour of the campus and an initial meeting with the financial aid department. During the enrollment process, a student is required to sign an enrollment agreement and disclosure forms outlining campus policy and procedures. Following enrollment, the student is scheduled for a more extensive financial aid appointment.

Are these recruiting practices ethical and compatible with the educational objectives of the institution?

Yes No

4.11 Are individuals engaged in admissions or recruitment activities communicating current and accurate information regarding the following?

(a) Courses and programs.

Yes No

(b) Services.

Yes No

(c) Tuition.

Yes No

(d) Terms.

Yes No

(e) Operating policies.

Yes No

4.12 Does the institution use prospective student names obtained as a result of a survey, canvass, or promise of future employment or income while a student, or as a result of other marketing activity?

Yes No

4.13 Does the state in which the campus operates require representatives to be licensed or registered?

Yes No

4.14 Are the titles of recruitment and enrollment personnel appropriate?

Yes No

4.15 Does someone other than recruitment and enrollment personnel make final decisions regarding financial aid eligibility, packaging, awarding, and disbursement?

Yes No

4.16 Are all recruiters supervised by the campus to ensure that their activities are in compliance with all applicable standards?

Yes No

4.17 reviewed at AAC

4.18 Is there evidence that the campus properly awards transfer of credit?

Yes No Not Applicable

4.19 Does the campus publicize its transfer credit policies, including policies related to accepting transfer credit from another institution?

Yes No

4.21 Is the standards of satisfactory academic progress policy published in the catalog?

Yes No

If Yes, state the page number(s) where the standards of satisfactory academic progress policy is published?

The standards of satisfactory academic progress policy is published on pages 51-55 of the ITT Technical Institute 2012-2013 catalog.

4.22 Does the standards of satisfactory academic progress (SAP) policy published in the catalog contain the following?

(a) A definition of the maximum time frame allowed for students to complete a program as 1.5 times the normal program length.

Yes No

(b) A schedule that designates the minimum percentage of work that a student must successfully complete at the end of each evaluation increment to complete the program within the maximum time frame.

Yes No

(c) Procedures for re-establishing satisfactory academic progress.

Yes No

(d) A definition of the effects of the following on the CGPA and successful course-completion percentage:

Withdrawals.

Yes No

Incomplete grades.

Yes No

Repeated courses.

Yes No

Non-punitive grades.

Yes No Not Applicable (institution does not offer)

Non-credit or remedial courses.

Yes No Not Applicable (institution does not offer)

A probationary period.

Yes No

An appeal process.

Yes No

An extended-enrollment status.

Yes No Not Applicable (institution does not offer)

The effect when a student changes programs.

Yes No Not Applicable (institution only offers one program of study)

The effect when a student seeks to earn an additional credential.

Yes No Not Applicable (institution only offers one credential)

The implications of transfer credit.

Yes No

4.23 Does the campus apply its SAP standards consistently to all students?

Yes No

- 4.24 Are students who are not making satisfactory academic progress properly notified?
 Yes No Not Applicable (no students are in violation of SAP)
- 4.25 Is SAP evaluated at the end of each academic year or at 50% of the normal program length if the program is one academic year in length or shorter?
 Yes No
- 4.26 Is SAP evaluated at the end of the second academic year and at the end of each subsequent academic year where students must have a minimum CGPA of 2.0 on a scale of 4.0 or its equivalent?
 Yes No Not Applicable (all programs are one year or less)
- 4.27 Are students who are not making satisfactory academic progress at the end of the second year dismissed?
 Yes No Not Applicable (all programs are less than two years)
- 4.28 Are qualitative and quantitative components evaluated cumulatively for all periods of a student's enrollment?
 Yes No
- 4.29 Are students allowed to remain on financial aid during the probationary period?
 Yes No Not Applicable (institution does not participate in financial aid)
 If Yes, is the student informed of this policy?
 Yes No
- 4.30 Are students whose appeals are granted due to mitigating circumstances placed on probation and considered to be making satisfactory academic progress?
 Yes No
- 4.31 Are students who are placed in an extended-enrollment status denied eligibility for federal financial aid (unless there are mitigating circumstances)?
 Yes No Not Applicable (institution does not have extended enrollment and/or does not participate in financial aid)
- 4.32 Do credits attempted during the extended-enrollment status count toward the 1.5 times of normal program length?
 Yes No Not Applicable (institution does not have extended enrollment)
- 4.33 For students who have exceeded one and one-half times the standard time frame and were awarded the original credential, were any additional financial obligations waived?
 Yes No Not Applicable (there is no such student)
- 4.34 Are students required to have a minimum CGPA of 2.0 or its equivalent upon graduation from all programs?
 Yes No
- 4.35 Who is responsible for the administration of satisfactory academic progress, and what are this person's qualifications?
 Mr. Eric Stanton, dean of academic affairs, is responsible for the administration of satisfactory academic progress. Mr. Stanton holds a master's degree in Public Administration and a bachelor's degree in Psychology, both from East Tennessee State University. He has over 24 years of experience as an executive officer in the U.S. Army Reserve and the U.S. Air Force, and over two years' experience as a faculty member at ITT.
- 4.36 Does the institution encourage and assist students who are experiencing difficulty in progressing satisfactorily in their programs?
 Yes No
- 4.37 reviewed at the institution level
- 4.38 Does the institution fully disclose the terms, conditions, and application procedures regarding institutional scholarship and grant programs in its catalog?

- Yes No Not Applicable (institution offers loans only)
- 4.39 Are all similarly circumstanced students who enrolled at the same time and in the same programs charged the same tuition and fees?
 Yes No
- 4.40 Do the financial records of students clearly show the following?
- (a) Charges.
 Yes No
- (b) Dates for the posting of tuition.
 Yes No
- (c) Fees.
 Yes No
- (d) Other charges.
 Yes No
- (e) Payments.
 Yes No
- (f) Dates of payment.
 Yes No
- (g) The balance after each transaction.
 Yes No
- 4.41 Are tuition and fees clearly stated on the enrollment agreement or in the catalog?
 Yes No
- If Yes, have students confirmed receiving a copy of the catalog or enrollment agreement (if one is used)?
 Yes No Not Applicable
- 4.42 Is the effective date listed on announcements of changes in tuition and fees?
 Yes No Not Applicable (institution has not changed tuition or fees)
- 4.43 Is the institution's refund policy published in the campus catalog?
 Yes No
- 4.44 Is the refund policy fair, equitable, and applicable to all students?
 Yes No
- 4.45 Is the campus following its stated refund policy?
 Yes No
- 4.46 Does the campus offer financial aid?
 Yes No (Skip to Question 4.53.)
- 4.47 Who is responsible on-site for administering student financial aid, and what are this person's qualifications?
 Ms. Jammie Cole, director of finance, is responsible for the administration of student financial aid at the campus. Ms. Cole holds a bachelor's degree in Business Administration from East Tennessee State University and has worked in ITT's financial aid department for two years. in Johnson City, Tennessee. She has over five years of previous experience collecting delinquent accounts, auditing FHA home loans, and managing marketing projects for a mortgage company.
- 4.48 Is the person who determines the amount of student awards not also responsible for disbursing those awards?

- Yes No
- 4.49 Are final student financial aid award determinations made by administrative individuals who are not responsible for recruitment?
 Yes No
- 4.50 Is the financial aid administrator a member of a state, regional, or national financial aid association and up to date on procedures and changes in the field?
 Yes No
- 4.51 Describe how the financial aid office stays current with regulation and policy changes in financial aid (include all appropriate memberships in professional organizations held by this individual).
Ms. Cole and financial aid administrator Ms. Shauna Gregory attend internal webinar trainings offered by ITT Technical Institute. In addition, Ms. Cole attends webinar trainings offered by the Tennessee Association of Student Financial Aid Administrators (TASF AA) and the Association of Veteran's Education Certifying Officials (AVECO). Ms. Cole holds membership in TASF AA and AVECO.
- 4.52 Is there evidence that the financial aid administrator regularly participates in professional awareness activities?
 Yes No
- 4.53 Does the campus provide discounts for cash received in advance of the normal payment schedule?
 Yes No (Skip to Question 4.54.)
- 4.54 Describe the student services offered by the campus such as, but not limited to, structured tutoring, academic or personal counseling, student orientation, etc.
The campus provides student services such as, new student orientation, referrals to outside services (i.e. alcohol and drug program/counseling), student organizations (i.e. veteran's group) and a structured tutoring program.
- 4.55 Are follow-up studies on graduate and employer satisfaction conducted at specific measuring points following the placement of the campus' graduates?
 Yes No Not Applicable
- 4.56 Does the campus have a written policy that accurately reflects the U.S. Department of Education's definition of a credit hour for credit hour programs and/or clock-to-credit hour programs, including conversion ratios?
 Yes No
- 4.57 Who is the person on staff responsible for the oversight of counseling students on employment opportunities, and what are this person's qualifications?
Ms. Katherine Lewis is responsible for the oversight of counseling students on employment opportunities. Ms. Lewis holds an associate's degree in Hotel and Restaurant Management from the St. Louis Community College at Forest Park in Missouri, and has over seven years of experience as a senior staffing supervisor at Kelly Services, Inc.
- 4.58 Does the institution offer employment assistance to all students?
 Yes No Not Applicable (institution enrolls only international students on a student visa)
- 4.59 Does the campus use placement percentages or salary projections as part of its recruiting activities?
 Yes No
- 4.60 Is the beginning enrollment on the most current Campus Accountability Report (CAR, previously referred to as the AIR) the same as the ending enrollment reported on the previous year's CAR?
 Yes No
- 4.61 Was the team able to verify the retention rate for the campus and for each program as reported on the Campus Accountability Report (CAR) last submitted to the Council?
 Yes No Not Applicable
- 4.62 Are students who receive financial aid counseled concerning their student loan repayment obligations?

Yes No

- 4.63 Describe the process the campus utilizes to ensure that students are counseled concerning their student loan repayment obligations.

The financial aid department provides entrance counseling to students upon enrollment and gives them a copy of the U.S. Department of Education's publication, "Funding Education Beyond High School: The Guide to Federal Student Aid. Further, students are provided a copy of their "Cost Summary and Payment Addendum to Enrollment Agreement" that outlines specific financial obligations for each academic year they are enrolled. Advisement occurs the second week of class, following entrance interview completion. When a student drops or graduates from school, an exit interview is conducted, covering the responsibilities to student loans, an overview of loan balances due, and the grace period for loan repayments. Different payment options are also reviewed. The student receives a debt management guide, a deferment eligibility chart, and a repayment estimator chart to assist them in making decisions about their loans and payments.

- 4.64 Describe the extracurricular activities of the institution (if applicable).

The campus encourages students to participate in a variety of extracurricular activities while enrolled in school. Students hold membership in clubs and professional organization such as: Club IT, Robotics Club, and Dare to Care Club. The campus also offers a quarterly cook-out for the students.

5. EDUCATIONAL ACTIVITIES

- 5.01 Are the credentials awarded by the campus in compliance with its accreditation approval and in compliance with applicable state laws?

Yes No

- 5.02 Who is assigned to oversee the educational activities of all programs at the campus, and what are this person's qualifications?

Mr. Eric Stanton, who was appointed dean of academic affairs in June 2012, oversees the educational activities for all academic programs at the campus. Mr. Stanton holds a bachelor's degree in Psychology, Sociology, and Political Science and a master's degree in Public Administration, both from East Tennessee State University. He is currently pursuing a doctorate in Educational Leadership from the state university. Prior to his current position, Mr. Stanton taught at the campus for a year. He worked in several law enforcement agencies from 1993 to 2010 and served as an executive officer in the military, both active and reserve, for 24 years.

- 5.03 Does this person have appropriate academic or experiential qualifications?

Yes No

- 5.04 Describe how the institution makes provisions for program administrators to have sufficient authority and responsibility for the development and administration of the programs.

The job descriptions of Mr. Stanton and the lead instructors who assist him contain sufficiently broad authority for them to exercise their assigned responsibilities that include curriculum implementation, professional growth and in-service activities, teacher evaluations, and assistance with employment of academic staff.

- 5.05 Is the time devoted to the administration of the educational programs sufficient?

Yes No

- 5.06 Is there a published policy on the responsibility and authority of faculty in academic governance?

Yes No

5.07- reviewed at AAC

- 5.08 Is there evidence that this policy has been adopted and faculty members are aware of it?

Yes No

- 5.09 Does the campus have any programs that carry specialized or programmatic accreditation?

Yes No (Skip to question 5.10)

- 5.10 Are the educational programs consistent with the campus mission and the needs of its students?

Yes No

- 5.11 Do the formation of policies and the design of educational programs involve students, graduates, administrators, faculty, and other interested parties such as advisory committees?
 Yes No
- 5.12 What provisions are made for individual differences among students?
 Students with academic issues or concerns may request assistance for tutoring by contacting their faculty or the dean. Tutoring is free to the students and is conducted by the faculty. Every 3rd, 6th and 9th week of the term academic advising is required for students with a grade of D or below. Several academic and content area support groups are available for students. Students may request transfer credit for courses completed at other institutions and may also seek credit by demonstrated knowledge and competency. In addition, students are offered the opportunity to take online courses for general education classes. Students with disabilities are encouraged to meet with the campus' student disabilities coordinator to discuss and/or learn about accommodations. The decision to use these services is a matter of individual choice. The facility is American Disability Act compliant and several accommodations have been made in the past.
- 5.13 Describe the system in place to evaluate, revise, and make changes to the curriculum.
 Curriculum development and revision is conducted under the guidance and oversight of the National Curriculum Committee (NCC). There are district chairs for each program area within the ITT network, and each district has one member on the NCC. The district committee conducts scheduled conference calls to gain input from individual campuses and faculty. In addition, each faculty member has access to a faculty collaboration portal to communicate with other teachers, chairs, and corporate staff regarding curriculum issues and questions; and faculty members can make suggestions and recommendations to their dean. Finally, ITT has a policy where a faculty member can add up to 20% of additional content to the courses they teach.
- 5.14 Does the faculty participate in this process?
 Yes No
- 5.15 - reviewed at AAC
- 5.16 If the institution awards academic credit to students who demonstrate subject competency based on academic, occupational, or personal experiences, is there an established systematic method for evaluating and awarding academic credit to which the campus adheres?
 Yes No NA (institution does not award such credit)
 If Yes, is there appropriate documentation of the assessments of knowledge, skills, or competencies required?
 Yes No
- 5.17 Are courses and breaks scheduled appropriately, given the students' academic background and the coursework involved?
 Yes No
- 5.18 Are the following appropriate to adequately support the number and nature of the general education courses? (If only nondegree programs are offered with no general education courses, skip to 5.19)
- Facilities
 Yes No
- Instructional equipment
 Yes No
- Resources
 Yes No
- Personnel
 Yes No
- 5.19 Does the campus provide an environment for its faculty that is conducive to effective classroom instruction?
 Yes No

- 5.20 Are the quantity and type of instructional materials and equipment proportionate to the size of the campus and types of programs?
 Yes No
- 5.21 Based on the team's observation of the instructional materials used, interviews with students and faculty, and a review of software licenses, is the campus in compliance with applicable licensing and copyright laws?
 Yes No
- 5.22 Are official transcripts for all qualifying credentials and for those credentials listed in the catalog on file for all instructors?
 Yes No
- 5.23 Have faculty transcripts from institutions not accredited by agencies recognized by the United States Department of Education been translated into English and evaluated by a member of the Association of International Credential Evaluators (AICE) or the National Association of Credential Evaluation Services (NACES) to determine the equivalency of the credentials to credentials awarded by institutions in the United States?
 Yes No Not Applicable (no faculty members hold foreign credentials)
- 5.24 Is there documented evidence of a systematic program of in-service training at the campus?
 Yes No
 If Yes, how is this documented?
 Faculty members sign an attendance sheet and receive an agenda at the in-service session in which they participate. This information is transferred to their professional development plan and filed in their personnel folder. If a faculty member cannot attend an in-service meeting, he or she is required to complete an e-campus course on the topic presented.
- 5.25 Is there evidence that appropriate faculty development plans have been developed and implemented annually, including documentation to support completed activities listed on the plans?
 Yes No
- 5.26 Is there evidence that full-time and part-time instructors participate in regularly scheduled faculty meetings?
 Yes No
- 5.27 Is there an adequate core of full- and/or part-time faculty to assure sound direction and continuity of development for the educational programs?
 Yes No
- 5.28 Are instructors teaching general education courses assigned in keeping with the minimum requirements as stated in the Accreditation Criteria?
 Yes No
- 5.31 - reviewed at AAC
- 5.32 - reviewed at AAC
- 5.33 Are at least one-half of all courses that are part of each associate's degree program taught by faculty members who have graduate degrees, professional degrees, or bachelor's degrees plus professional certification?

6. EDUCATIONAL FACILITIES

- 6.01 Describe the physical facility of the campus (include details such as campus location, square footage, distribution of space, parking situation and any other pertinent information).

Approved for 600-student occupancy and with a current enrollment of 135 students, the campus uses 20,388 square feet in a one-story office building with ample parking on two sides of the building. With courses being offered only at night, outdoor spaces are well lighted and the perimeter appears to be safe. The facility includes a learning resource center, a student Internet café and lounge area, electronics and drafting labs, computer labs, a mega-lab of 54 computers, and six lecture rooms. Administrative and faculty offices and lounge are spacious and all areas of the campus are comfortably furnished and well-equipped.

- 6.02 Does the campus utilize any additional space locations?
 Yes No
- 6.03 Does the campus utilize campus additions?
 Yes No
- 6.04 Are all facilities (including additional space and campus additions) appropriate for the size of the student population and the programs offered?
 Yes No
- 6.05 Are the following appropriate to support the student population and the programs offered at all locations (including additional space and campus additions)?
- (a) Equipment
 Yes No
- (b) Instructional tools
 Yes No
- (c) Machinery
 Yes No
- 6.06 Is there evidence on file to show that all campus facilities are in compliance with fire, safety, and sanitation regulations?
 Yes No Not Applicable

7. PUBLICATIONS

- 7.01 What catalog was used during the evaluation (please include the year, number, and volume if appropriate)?
 The catalog used during the evaluation was the Johnson City, TN 2012 -2013 Volume 9 catalog, published on September 10, 2012 with an effective date of 9/10/2012 – 9/10/2013.
- 7.02 Does the self-study accurately portray the campus?
 Yes No
- 7.03 Does the campus publish a catalog that is appropriately printed and bound and provided to all enrolled students?
 Yes No
- 7.04 Does the catalog contain the following items?
- (a) A table of contents and/or an index.
 Yes No
- (b) An indication of the year or years for which the catalog is effective on the front page or cover page.
 Yes No
- (c) The names and titles of the administrators.
 Yes No
- (d) A statement of legal control which includes the names of trustees, directors, and officers of the corporation.
 Yes No
- (e) A statement of accreditation
 Yes No Not Applicable (initial applicant)
- (f) A mission statement.
 Yes No

(g) A listing of full-time faculty members which lists all qualifying credentials held along with the awarding institution and the area of teaching specialization.

Yes No

(h) An academic calendar.

Yes No

(i) A full disclosure of the admission requirements.

Yes No

(j) A statement for each curriculum offered that includes a statement of objective or purpose; an accurate and complete listing of all courses in the curriculum with a unique identifying number and title, the credit or clock hours awarded; the total credit or clock hours required to complete the curriculum; any necessary requirements for certification, licensing, or registration needed to work in the field; and any additional requirements that must be met to complete the curriculum.

Yes No

(k) A description of each course offered that includes the identifying number, title, credit or clock hours awarded, a concise description of the course contents, and any necessary prerequisites.

Yes No

(l) An explanation of the grading system that is consistent with the one that appears on the student transcript.

Yes No

(m) A definition of the unit of credit.

Yes No Not Applicable (The institution does not award credit)

(n) A complete explanation of the standards of satisfactory academic progress.

Yes No

(o) A description of the certificates, diplomas, and/or degrees awarded along with a statement of the requirements necessary for completion of each.

Yes No

(p) The transfer of credit policy.

Yes No

(q) A statement of the tuition, fees, and any other charges.

Yes No

(r) A complete and accurate listing of all scholarships offered.

Yes No Not Applicable (no scholarships offered)

(s) The refund policy.

Yes No

(t) A statement describing the student services offered.

Yes No

(u) A student grievance policy that includes the name and address of ACICS (may be in the student handbook instead of catalog).

Yes No Not Applicable (initial applicants only)

7.05 Does the institution offer degree programs?

Yes No

If Yes, does the catalog contain the following?

(a) An explanation of the course numbering system (for all levels).

Yes No

(b) Identification of courses that satisfy general education requirements (for occupational associate's, academic associate's, and bachelor's degrees only).

Yes No

(c) Identification of courses that satisfy the concentration requirements (for academic associate's and bachelor's degrees only).

Yes No

(d) Identification of courses that satisfy the upper-division (for bachelor's degrees only).

Yes No

7.06 Does the institution offer courses and/or programs via distance education?

Yes No (Skip to Question 7.07.)

If Yes, does the catalog contain the following?

(a) A description of each mode of delivery used for distance education courses.

Yes No

(b) Any additional or different admissions requirements for students taking distance education courses.

Yes No Not Applicable (there are no additional or different admissions requirements)

(c) A description of any tests used to determine access to distance education.

Yes No Not Applicable (no additional tests are given)

(d) A description of the resources and equipment the students must have to avail themselves of distance education instruction.

Yes No

(e) Costs and fees associated specifically with distance education.

Yes No Not Applicable (there are no additional costs and fees)

If No for any item, insert the section number in parentheses and explain:

While this campus does not offer courses and/or programs via distance education, the institution does offer online courses through its parent campus in Indianapolis, Indiana.

7.07 Does the catalog contain an addendum/supplement?

Yes No (Skip to Question 7.08.)

7.08 Is the catalog available online?

Yes No (Skip to Question 7.09.)

If Yes, does it match the hard copy version?

Yes No

7.09 Does the campus utilize a multiple-school catalog?

Yes No (Skip to Question 7.10.)

7.10 Is all advertising and promotional literature, including the campus' Web site, truthful and dignified?

Yes No

- 7.11 Is the correct name of the campus listed in all advertising, web postings and promotional literature?
 Yes No
- 7.12 Where does the campus advertise (publications, online, etc.)?
 The campus advertises on the internet, radio and television, and through direct mail.
 Are the advertisements under acceptable headings?
 Yes No
- 7.13 Does the campus use endorsements, commendations, or recommendations in its advertising?
 Yes No (Skip to Question 7.14.)
 If Yes, is there evidence that prior consent was obtained and that remuneration was not made for the consent or the use of the advertisement?
 Yes No
- 7.14 Does the campus utilize services funded by third parties?
 Yes No (Skip to Question 7.15.)
- 7.15 Does the campus avoid offering monetary incentives to attract students or for failure in job placement?
 Yes No
- 7.16 Is the phrase “for those who qualify” properly referenced in all advertising that mentions financial aid?
 Yes No Not Applicable (institution does not participate in financial aid)

8. LIBRARY, INSTRUCTIONAL RESOURCES, AND TECHNOLOGY

- 8.01 Does the campus develop an adequate base of library resources?
 Yes No
- 8.02 Does the campus ensure access of library resources to all faculty and students, including students at nonmain campuses?
 Yes No
- 8.03 Does the campus provide training and support to faculty and students in utilizing library resources as an integral part of the learning process?
 Yes No
- 8.04 Are adequate staff provided to support the development, organization of the collection, and access of library resources?
 Yes No
- 8.05 Reviewed at AAC
- 8.06 Reviewed at AAC
- 8.07 Reviewed at AAC
- 8.08 Reviewed at AAC
- 8.09 What portion of the current year's library budget has been spent and how has the money been allocated?
 The 2012 library budget is \$5000; to date \$3769 has been spent on magazines, periodicals, and reference books.
- 8.10 Is there evidence that the faculty have major involvement in the selection of library resources?
 Yes No
- 8.11 Are the library hours adequate to accommodate the needs of all students?
 Yes No
- 8.12 Reviewed at AAC

- 8.13 Is the Dewey Decimal, Library of Congress, or other appropriate system of classification used to organize the library materials?
 Yes No
- 8.14 Reviewed at AAC
- 8.15 If interlibrary agreements are in effect, are the provisions appropriate, do they ensure practical use and accessibility to the students, and is evidence of student use documented?
 Yes No Not Applicable (no interlibrary agreements)
- 8.16 Reviewed at AAC
- 8.17 Reviewed at AAC
- 8.18 Reviewed at AAC
- 8.19 Reviewed at AAC
- 8.21 Reviewed at AAC
- 8.22 Is documentation on file to reflect the librarian's participation in professional growth activities?
 Yes No
- 8.23 Are the hours the library is open adequate to accommodate the needs of all students?
 Yes No
- 8.24 Does the library make available appropriate reference, research, and information resources to provide basic support for curricular and educational offerings and to enhance student learning?
 Yes No

9. PROGRAM EVALUATION

Academic Academic Associate's Degree in Computer Drafting and Design

Academic Academic Associate's Degree in Drafting and Design Technology

- 9.01 See response from AAC
- (a) See response from AAC
- (b) See response from AAC
- (c) See response from AAC
- (d) See response from AAC
- If No for this campus, does the Campus Effectiveness Plan (CEP) include an improvement plan for this program with data, analysis and activities to meet or exceed Council requirements?
 Yes No
- 9.02 Who is assigned to administer the academic program(s), and what are this person's qualifications?
 Mr. Eric Stanton, dean of academic affairs, and a lead instructor, Mr. Gregory Simmons, are responsible for administration of the Computer Drafting and Design and the Drafting and Design Technology programs. Mr. Simmons holds a bachelor's degree in Architecture from the University of Tennessee at Knoxville. As previously stated, Mr. Stanton holds a bachelor's degree in Psychology, Sociology, and Political Science and a master's degree in Public Administration, both from East Tennessee State University, and is in charge of overseeing all programs at the campus.
- 9.03 Does this individual possess appropriate academic or experiential qualifications?
 Yes No
- 9.04 Is there evidence that the program administrator has sufficient authority and responsibility for the administration of the educational program(s)?

Yes No

9.05 Are the time and resources devoted to the administration of the educational program(s) sufficient?

Yes No

9.06 Does the program meet the needs of its students and the requirements of the council as shown by student achievement outcomes which meet or exceed the standards for the following areas:

(a) Student retention rate of 62%

Yes No Not applicable (new branch only)

(b) Student placement rate of 58%

Yes No Not applicable (new branch only)

9.07 List the community resources and how they are utilized to enrich the program(s).

The programs use guest speakers, most recently to discuss the most up-to-date Computer Aided Design (CAD) applications in the area of architectural design and drafting with AutoCAD software, and an advisory committee, whose members provide input regarding the alignment of the curriculum and the current job market.

9.08 Are these resources sufficient?

Yes No

9.09 Reviewed at AAC

9.10 Does the catalog and/or other advertising material such as brochures and web site, accurately describe the program and its objectives?

Yes No

9.11 For programs that include practica, externships, or internships, does the institution have a written and mutually signed agreement that outlines the arrangement between the institution and the practicum site, including specific learning objectives, course requirements, and evaluation criteria?

Yes No NA, (these elements are not part of the program or no student is far enough along in the program)

9.12 Reviewed at AAC

9.13 Are independent studies used appropriately, and is there a signed contract that meets Council standards?

Yes No NA

9.14 Reviewed at AAC

9.15 Are course prerequisites being followed?

Yes No

9.16 Is an appropriately detailed syllabus on file for each course that includes:

(a) Title and course descriptions

Yes No

(b) Course numbers

Yes No

(c) Course prerequisites and/or corequisites

Yes No

(d) Instructional contact hours/credits

Yes No

- (e) Learning objectives
 Yes No
- (f) Instructional materials and references
 Yes No
- (g) Topical outline of the course
 Yes No
- (h) Instructional methods
 Yes No
- (i) Assessment criteria
 Yes No
- (j) Method of evaluating students
 Yes No
- (k) Date the syllabus was last reviewed
 Yes No

For campuses participating in Title IV that have lecture courses in credit hour programs or clock-to-credit hour programs only:

- (l) Out-of-class work assignments that support the learning objectives for the course
 Yes No
- (m) A description of the minimum amount of time a student is expected to spend on completion of the work assignments
 Yes No

If *No*, insert the section number in parentheses, list the courses, and explain:

(Section 3-1-513(a) and Glossary): Although the campus provided samples of some graded homework assignments, the majority of syllabi do not indicate that homework or outside assignments are required, and homework assignments are not included as any percent of the final grade.

- 9.17 Do students confirm that they receive a course syllabus and that it is followed?
 Yes No
- 9.18 Are the courses available when needed by the student in the normal pursuit of a program of study?
 Yes No
- 9.19 Was the team able to verify the backup documentation to support the placement rate for the program(s) as reported on the last Campus Accountability Report (formerly AIR) submitted to the Council?
 Yes No NA, (there have been no graduates)
- 9.20 Was documentation on file to verify graduates classified on the CAR as “not available for placement”?
 Yes No Not Applicable
- 9.21 Does the campus participate in Title IV financial aid?
 Yes No (*Skip to question 9.24*)
- 9.22 Does the campus have written documentation of procedures for developing the application of the U.S. Department of Education’s definition of a credit hour?
 Yes No Not Applicable (Clock hour programs only)

If *Yes*, briefly describe the procedures.

In the "Credit Hour" section on page 43 of the campus' 2012-2013 catalog, volume 9, the campus policy regarding homework is contained in the "Residence Courses" paragraph.

- 9.23 Is there evidence that out-of-class work or the equivalency is being evaluated?
 Yes No Not Applicable (Clock hour programs only)

If *No*, insert the section number in parentheses and explain:

(Section 3-1-513(a) and Glossary): Although the campus provided samples of some graded homework assignments, the majority of syllabi do not indicate that homework or outside assignments are required, and homework assignments are not included as any percent of the final grade.

9.24 Are the following appropriate to adequately support the number and nature of the program?

(a) Facilities

Yes No

(b) Instructional equipment

Yes No

(c) Resources

Yes No

(d) Personnel

Yes No

9.25 - reviewed at AAC

9.27 Do the faculty members' qualifications meet the minimum requirements outlined in the Accreditation Criteria, and are their qualifications academically and experientially appropriate to the subject matter they teach and the level of the credential awarded?

Yes No

9.28 Is the size of the faculty appropriate to the total student enrollment?

Yes No

9.29 Is an adequate core of full- and part-time faculty employed to ensure sound direction and continuity of development for the program?

Yes No NA, hiring responsibility is at AAC

9.30 Are teaching loads reasonable?

Yes No

9.38 Reviewed at AAC

9.39 Reviewed at AAC

9.40 Reviewed at AAC

9.41 Is enrollment in the second academic year of the two-year program sufficient to support regularly scheduled classes?

Yes No Not Applicable (no students in the second year)

9.42 Reviewed at AAC

GENERAL COMMENTS:

The instructional methods used in the classes include lectures, demonstrations, and laboratory activities. These are standard delivery methods for these types of programs at the associate's degree level. The virtual library provides a wealth of materials to students. Students are encouraged to use the online library, and faculty assigns class projects that require utilization of the virtual library. The computer labs are on a three-year replacement cycle, and the most recent replacement was this year, 2012. The campus provides current and up-to-date software to support the program. Overall, students are happy with the faculty, the programs, and the facility.

9. PROGRAM EVALUATION

Academic Associate's Degree in Paralegal Studies

Academic Associate's Degree in Paralegal

9.01 See response from AAC

- (a) See response from AAC
- (b) See response from AAC
- (c) See response from AAC
- (d) See response from AAC

If No for this campus, does the Campus Effectiveness Plan (CEP) include an improvement plan for this program with data, analysis and activities to meet or exceed Council requirements?

Yes No

9.02 Who is assigned to administer the academic program(s), and what are this person's qualifications?

In August 2012, Ms. Amy Deakins was appointed as lead instructor to administer these programs. Ms. Deakins holds a bachelor's degree in Political Science from East Tennessee State University and an associate's degree in Paralegal Studies from ITT- Johnson City. Prior to serving as the lead instructor, Ms. Deakins worked as a legal assistant for three years and taught paralegal courses at this campus.

9.03 Does this individual possess appropriate academic or experiential qualifications?

Yes No

9.04 Is there evidence that the program administrator has sufficient authority and responsibility for the administration of the educational program(s)?

Yes No

9.05 Are the time and resources devoted to the administration of the educational program(s) sufficient?

Yes No

9.06 Does the program meet the needs of its students and the requirements of the council as shown by student achievement outcomes which meet or exceed the standards for the following areas:

(a) Student retention rate of 62%

Yes No Not applicable (new branch only)

(b) Student placement rate of 58%

Yes No Not applicable (new branch only)

If No for either item or if the data is not available, does the Campus Effectiveness Plan (CEP) include data, analysis and activities to meet or exceed the relevant standard:

Yes No

The student retention rate was 57.5% in the Paralegal Studies program.

9.07 List the community resources and how they are utilized to enrich the program(s).

Guest speakers are used in the classroom to enhance "real life experience" instruction. The programs also have adjunct faculty members who work concurrently in the field. Additionally, the paralegal programs have an active professional advisory committee (PAC) made up of faculty, community professionals and other professional industry partners. The board meets twice a year and is well attended. The team found evidence of a PAC meeting held on 04/17/2012.

9.08 Are these resources sufficient?

Yes No

9.09 Reviewed at AAC

9.10 Does the catalog and/or other advertising material such as brochures and web site, accurately describe the program and its objectives?

Yes No

9.11 For programs that include practica, externships, or internships, does the institution have a written and mutually signed agreement that outlines the arrangement between the institution and the practicum site, including specific learning objectives, course requirements, and evaluation criteria?

Yes No NA, (these elements are not part of the program or no student is far enough along in the program)

9.12 Reviewed at AAC

9.13 Are independent studies used appropriately, and is there a signed contract that meets Council standards?

Yes No NA

9.14 Reviewed at AAC

9.15 Are course prerequisites being followed?

Yes No

9.16 Is an appropriately detailed syllabus on file for each course that includes:

(a) Title and course descriptions

Yes No

(b) Course numbers

Yes No

(c) Course prerequisites and/or corequisites

Yes No

(d) Instructional contact hours/credits

Yes No

(e) Learning objectives

Yes No

(f) Instructional materials and references

Yes No

(g) Topical outline of the course

Yes No

(h) Instructional methods

Yes No

(i) Assessment criteria

Yes No

(j) Method of evaluating students

Yes No

(k) Date the syllabus was last reviewed

Yes No

For campuses participating in Title IV that have lecture courses in credit hour programs or clock-to-credit hour programs only:

(l) Out-of-class work assignments that support the learning objectives for the course

Yes No

(m) A description of the minimum amount of time a student is expected to spend on completion of the work assignments

Yes No

If *No*, insert the section number in parentheses, list the courses, and explain:

(Section 3-1-513(a) and Glossary): Although the campus provided samples of some graded homework assignments, the majority of syllabi did not indicate that homework or outside assignments are required, and homework assignments are not included as any percent of the final grade.

9.17 Do students confirm that they receive a course syllabus and that it is followed?

Yes No

9.18 Are the courses available when needed by the student in the normal pursuit of a program of study?

Yes No

9.19 Was the team able to verify the backup documentation to support the placement rate for the program(s) as reported on the last Campus Accountability Report (formerly AIR) submitted to the Council?

Yes No NA, (there have been no graduates)

9.20 Was documentation on file to verify graduates classified on the CAR as “not available for placement”?

Yes No Not Applicable

9.21 Does the campus participate in Title IV financial aid?

Yes No (*Skip to question 9.24*)

9.22 Does the campus have written documentation of procedures for developing the application of the U.S. Department of Education’s definition of a credit hour?

Yes No Not Applicable (Clock hour programs only)

If *Yes*, briefly describe the procedures.

In the "Credit Hour" section on page 43 of the campus' 2012-2013 catalog, volume 9, the campus policy regarding homework is contained in the "Residence Courses" paragraph.

9.23 Is there evidence that out-of-class work or the equivalency is being evaluated?

Yes No Not Applicable (Clock hour programs only)

If *No*, insert the section number in parentheses and explain:

(Section 3-1-513(a) and Glossary): Although the campus provided samples of some graded homework assignments, the majority of syllabi did not indicate that homework or outside assignments are required, and homework assignments are not included as any percent of the final grade.

9.24 Are the following appropriate to adequately support the number and nature of the program?

(a) Facilities

Yes No

(b) Instructional equipment

Yes No

(c) Resources

Yes No

(d) Personnel

Yes No

If *No* for any item, insert the section number in parentheses and explain:

(Section 3-1-531(a)): The campus does not provide appropriate personnel to teach courses in the paralegal programs. At the time of the visit, Mr. Jason East, who had been assigned to teach five paralegal courses was not academically or experientially qualified to teach four of the five courses, specifically: Business Law and Regulations BU 222, Fundamentals of Contract Law PL 2525, Fundamentals of Tort Law LE 1410, and Paralegal Capstone PL 299. Mr. East holds a master's degree in Liberal Studies and a bachelor's degree in Psychology from East Tennessee State University. He currently works as a manager and investigator at Comprehensive Investigative Services and has other private investigator experience. However, he has no professional background or training as a paralegal.

9.25 - reviewed at AAC

9.27 Do the faculty members' qualifications meet the minimum requirements outlined in the Accreditation Criteria, and are their qualifications academically and experientially appropriate to the subject matter they teach and the level of the credential awarded?

Yes No

If No, insert the section number in parentheses, list the faculty and course, and explain:

(Section 3-4-302): As stated in response to Item 9.24 (d), Mr. James East, program faculty member, does not possess the academic or experiential qualifications to teach four of the five program courses he is assigned, specially: Business Law and Regulations BU 222, Fundamentals of Contract Law PL 2525, Fundamentals of Tort Law LE 1410, and Paralegal Capstone PL 299. Mr. East holds a master's degree in Liberal Studies and a bachelor's degree in Psychology from East Tennessee State University. He currently works as a manager and investigator at Comprehensive Investigative Services and has other private investigator experience. However, he has no professional background or training as a paralegal.

9.28 Is the size of the faculty appropriate to the total student enrollment?

Yes No

9.29 Is an adequate core of full- and part-time faculty employed to ensure sound direction and continuity of development for the program?

Yes No NA, hiring responsibility is at AAC

9.30 Are teaching loads reasonable?

Yes No

9.38 Reviewed at AAC

9.39 Reviewed at AAC

9.40 Reviewed at AAC

9.41 Is enrollment in the second academic year of the two-year program sufficient to support regularly scheduled classes?

Yes No Not Applicable (no students in the second year)

9. PROGRAM EVALUATION

Academic Associate's Degree in Computer and Electronic Engineering Technology

Academic Associate's Degree in Electrical Engineering Technology

9.01 See response from AAC

(a) See response from AAC

(b) See response from AAC

(c) See response from AAC

(d) See response from AAC

If No for this campus, does the Campus Effectiveness Plan (CEP) include an improvement plan for this program with data, analysis and activities to meet or exceed Council requirements?

Yes No

- 9.02 Who is assigned to administer the academic program(s), and what are this person's qualifications?
Mr. Charles Coulthard has been the program lead instructor of these programs since February 2011. He holds a bachelor's degree in Engineering Technology from East Tennessee State University and served as a design engineer for Diversified Power International, LLC before he joined ITT.
- 9.03 Does this individual possess appropriate academic or experiential qualifications?
 Yes No
- 9.04 Is there evidence that the program administrator has sufficient authority and responsibility for the administration of the educational program(s)?
 Yes No
- 9.05 Are the time and resources devoted to the administration of the educational program(s) sufficient?
 Yes No
- 9.06 Does the program meet the needs of its students and the requirements of the council as shown by student achievement outcomes which meet or exceed the standards for the following areas:
(a) Student retention rate of 62%
 Yes No Not applicable (new branch only)
(b) Student placement rate of 58%
 Yes No Not applicable (new branch only)
If No for either item or if the data is not available, does the Campus Effectiveness Plan (CEP) include data, analysis and activities to meet or exceed the relevant standard:
 Yes No
- 9.07 List the community resources and how they are utilized to enrich the program(s).
The programs have taken field trips and have had guest speakers address their classes. Professionals from various related industries serve as members of the programs' advisory committee.
- 9.08 Are these resources sufficient?
 Yes No
- 9.09 Reviewed at AAC
- 9.10 Does the catalog and/or other advertising material such as brochures and web site, accurately describe the program and its objectives?
 Yes No
- 9.11 For programs that include practica, externships, or internships, does the institution have a written and mutually signed agreement that outlines the arrangement between the institution and the practicum site, including specific learning objectives, course requirements, and evaluation criteria?
 Yes No NA, (these elements are not part of the program or no student is far enough along in the program)
- 9.12 Reviewed at AAC
- 9.13 Are independent studies used appropriately, and is there a signed contract that meets Council standards?
 Yes No NA
- 9.14 Reviewed at AAC
- 9.15 Are course prerequisites being followed?
 Yes No

9.16 Is an appropriately detailed syllabus on file for each course that includes:

- (a) Title and course descriptions
 Yes No
- (b) Course numbers
 Yes No
- (c) Course prerequisites and/or corequisites
 Yes No
- (d) Instructional contact hours/credits
 Yes No
- (e) Learning objectives
 Yes No
- (f) Instructional materials and references
 Yes No
- (g) Topical outline of the course
 Yes No
- (h) Instructional methods
 Yes No
- (i) Assessment criteria
 Yes No
- (j) Method of evaluating students
 Yes No
- (k) Date the syllabus was last reviewed
 Yes No

For campuses participating in Title IV that have lecture courses in credit hour programs or clock-to-credit hour programs only:

- (l) Out-of-class work assignments that support the learning objectives for the course
 Yes No
- (m) A description of the minimum amount of time a student is expected to spend on completion of the work assignments
 Yes No

If *No*, insert the section number in parentheses, list the courses, and explain:

(Section 3-1-513(a) and Glossary): Although the campus provided samples of some graded homework assignments, the majority of syllabi did not indicate that homework or outside assignments are required, and homework assignments are not included as any percent of the final grade.

9.17 Do students confirm that they receive a course syllabus and that it is followed?

- Yes No

9.18 Are the courses available when needed by the student in the normal pursuit of a program of study?

- Yes No

9.19 Was the team able to verify the backup documentation to support the placement rate for the program(s) as reported on the last Campus Accountability Report (formerly AIR) submitted to the Council?

- Yes No NA, (there have been no graduates)

9.20 Was documentation on file to verify graduates classified on the CAR as “not available for placement”?

- Yes No Not Applicable

9.21 Does the campus participate in Title IV financial aid?

- Yes No (*Skip to question 9.24*)

9.22 Does the campus have written documentation of procedures for developing the application of the U.S. Department of Education’s definition of a credit hour?

- Yes No Not Applicable (Clock hour programs only)

If *Yes*, briefly describe the procedures.

In the "Credit Hour" section on page 43 of the campus' 2012-2013 catalog, volume 9, the campus policy regarding homework is contained in the "Residence Courses" paragraph.

- 9.23 Is there evidence that out-of-class work or the equivalency is being evaluated?
 Yes No Not Applicable (Clock hour programs only)

If *No*, insert the section number in parentheses and explain:

(Section 3-1-513(a) and Glossary): Although the campus provided samples of some graded homework assignments, the majority of syllabi did not indicate that homework or outside assignments are required, and homework assignments are not included as any percent of the final grade.

- 9.24 Are the following appropriate to adequately support the number and nature of the program?

(a) Facilities

Yes No

(b) Instructional equipment

Yes No

(c) Resources

Yes No

(d) Personnel

Yes No

9.25 - reviewed at AAC

- 9.27 Do the faculty members' qualifications meet the minimum requirements outlined in the Accreditation Criteria, and are their qualifications academically and experientially appropriate to the subject matter they teach and the level of the credential awarded?

Yes No

- 9.28 Is the size of the faculty appropriate to the total student enrollment?

Yes No

- 9.29 Is an adequate core of full- and part-time faculty employed to ensure sound direction and continuity of development for the program?

Yes No NA, hiring responsibility is at AAC

- 9.30 Are teaching loads reasonable?

Yes No

9.38 Reviewed at AAC

9.39 Reviewed at AAC

9.40 Reviewed at AAC

- 9.41 Is enrollment in the second academic year of the two-year program sufficient to support regularly scheduled classes?

Yes No Not Applicable (no students in the second year)

9.42 Reviewed at AAC

9. PROGRAM EVALUATION

Academic Academic Associate's Degree in Computer Network System

Associates of Applied Science Degree in Network Systems Administration

9.01 See response from AAC

- (a) See response from AAC
- (b) See response from AAC
- (c) See response from AAC
- (d) See response from AAC

If No for this campus, does the Campus Effectiveness Plan (CEP) include an improvement plan for this program with data, analysis and activities to meet or exceed Council requirements?

Yes No Not Applicable

9.02 Who is assigned to administer the academic program(s), and what are this person's qualifications?

The chair position for the School of Information Technology is currently vacant but Mr. Paul Brummitt, the lead instructor for the programs, is assisting the dean of academic affairs in administering the programs. Mr. Brummitt has a bachelor's degree in Computer Science from East Tennessee State University, and has extensive IT teaching and professional work experience.

9.03 Does this individual possess appropriate academic or experiential qualifications?

Yes No

9.04 Is there evidence that the program administrator has sufficient authority and responsibility for the administration of the educational program(s)?

Yes No

9.05 Are the time and resources devoted to the administration of the educational program(s) sufficient?

Yes No

9.06 Does the program meet the needs of its students and the requirements of the council as shown by student achievement outcomes which meet or exceed the standards for the following areas:

(a) Student retention rate of 62%

Yes No Not applicable (new branch only)

(b) Student placement rate of 58%

Yes No Not applicable (new branch only)

The Computer Network Systems program has a retention rate of 63.5%; however, the Network Systems Administration is new and baseline data is not available.

9.07 List the community resources and how they are utilized to enrich the program(s).

The school of information technology has a partnership with four external companies and their personnel to provide hands-on experiences that allow its students to get "actual field" experience. Additionally, guest speakers are used to enrich the programs.

9.08 Are these resources sufficient?

Yes No

9.09 Reviewed at AAC

9.10 Does the catalog and/or other advertising material such as brochures and web site, accurately describe the program and its objectives?

Yes No

- 9.11 For programs that include practica, externships, or internships, does the institution have a written and mutually signed agreement that outlines the arrangement between the institution and the practicum site, including specific learning objectives, course requirements, and evaluation criteria?
 Yes No NA, (these elements are not part of the program or no student is far enough along in the program)
- 9.12 Reviewed at AAC
- 9.13 Are independent studies used appropriately, and is there a signed contract that meets Council standards?
 Yes No NA
- 9.14 Reviewed at AAC
- 9.15 Are course prerequisites being followed?
 Yes No
- 9.16 Is an appropriately detailed syllabus on file for each course that includes:
- (a) Title and course descriptions
 Yes No
- (b) Course numbers
 Yes No
- (c) Course prerequisites and/or corequisites
 Yes No
- (d) Instructional contact hours/credits
 Yes No
- (e) Learning objectives
 Yes No
- (f) Instructional materials and references
 Yes No
- (g) Topical outline of the course
 Yes No
- (h) Instructional methods
 Yes No
- (i) Assessment criteria
 Yes No
- (j) Method of evaluating students
 Yes No
- (k) Date the syllabus was last reviewed
 Yes No

For campuses participating in Title IV that have lecture courses in credit hour programs or clock-to-credit hour programs only:

(l) Out-of-class work assignments that support the learning objectives for the course

Yes No

(m) A description of the minimum amount of time a student is expected to spend on completion of the work assignments

Yes No

If *No*, insert the section number in parentheses, list the courses, and explain:

(Section 3-1-513(a) and Glossary): Although the campus provided samples of some graded homework assignments, the majority of syllabi do not indicate that homework or outside assignments were required, and homework assignments are not included as any percent of the final grade.

9.17 Do students confirm that they receive a course syllabus and that it is followed?

Yes No

9.18 Are the courses available when needed by the student in the normal pursuit of a program of study?

Yes No

9.19 Was the team able to verify the backup documentation to support the placement rate for the program(s) as reported on the last Campus Accountability Report (formerly AIR) submitted to the Council?

Yes No NA, (there have been no graduates)

9.20 Was documentation on file to verify graduates classified on the CAR as “not available for placement”?

Yes No Not Applicable

9.21 Does the campus participate in Title IV financial aid?

Yes No (*Skip to question 9.24*)

9.22 Does the campus have written documentation of procedures for developing the application of the U.S. Department of Education’s definition of a credit hour?

Yes No Not Applicable (Clock hour programs only)

If *Yes*, briefly describe the procedures.

In the "Credit Hour" section on page 43 of the campus' 2012-2013 catalog, volume 9, the campus policy regarding homework is contained in the "Residence Courses" paragraph.

9.23 Is there evidence that out-of-class work or the equivalency is being evaluated?

Yes No Not Applicable (Clock hour programs only)

If *No*, insert the section number in parentheses and explain:

(Section 3-1-513(a) and Glossary): Although the campus provided samples of some graded homework assignments, the majority of syllabi do not indicate that homework or outside assignments are required, and homework assignments are not included as any percent of the final grade.

9.24 Are the following appropriate to adequately support the number and nature of the program?

(a) Facilities

Yes No

(b) Instructional equipment

Yes No

(c) Resources

Yes No

(d) Personnel

Yes No

9.25 - reviewed at AAC

9.26 Are all faculty assigned to teach in no more than three fields of instruction, with no more than five preparations?

Yes No

9.27 Do the faculty members' qualifications meet the minimum requirements outlined in the Accreditation Criteria, and are their qualifications academically and experientially appropriate to the subject matter they teach and the level of the credential awarded?

Yes No

9.28 Is the size of the faculty appropriate to the total student enrollment?

Yes No

9.29 Is an adequate core of full- and part-time faculty employed to ensure sound direction and continuity of development for the program?

Yes No NA, hiring responsibility is at AAC

9.30 Are teaching loads reasonable?

Yes No

9.38 Reviewed at AAC

9.39 Reviewed at AAC

9.40 Reviewed at AAC

9.41 Is enrollment in the second academic year of the two-year program sufficient to support regularly scheduled classes?

Yes No Not Applicable (no students in the second year)

9.42 Reviewed at AAC

SUMMARY

The institution is not in compliance with the *Accreditation Criteria* in the following areas:

1	Section 3-1-513(a) and Glossary	The majority of syllabi provided did not indicate that homework or outside assignments are required, and homework assignments are not included as any percent of the final course grade.
2	Section 3-1-531(a) and 3-4-302	One faculty member does not possess the academic or experiential qualifications to teach courses in the paralegal programs.



November 2, 2012

Evaluation Team Report – New Grant Evaluation Report

Main Campus ID: 00016040

ID for Campus Visited: 00011243

Staff Contact: Karly Zeigler – Phone: (202) 336-6846

Application ID: 14701

VISIT RESPONSE DUE DATE: November 12, 2012

Mr. Frank J. Quartini
 Director
 ITT Technical Institute
 1030 North Meridian Road
 Youngstown, OH 44509
 Institutional Email Address: Regulatory024@itt-tech.edu

Dear Mr. Quartini:

A copy of the report prepared by the Council's evaluation team that recently visited your institution is attached. The council invites you to respond to this report before it takes formal action on your institution's application for accreditation. This response must be submitted via your online application. The Council offers the institution ten days to formally respond to the report; therefore, your response should be uploaded by the date indicated above.

Visit Response

Your response should pertain to the entire report. The enclosed document, "Preparing the Institutional Response" provides suggestions for developing your response. Please include information on any significant changes that have taken place at the institution since the site visit.

We look forward to receiving your response to this report. You will be notified in writing of the Council's decision following its next meeting.

Web-Based Submission of Institutional Response

Effective September, 2011, ACICS has implemented a Web-based submission process for all school visit responses. The campus response to areas of non-compliance (citation, or "cite") must be uploaded under the application ID number associated with the visit. Each area of non-compliance must include a narrative and supporting documentation (if applicable). If supporting documentation covers more than one area of non-compliance, the campus is required to duplicate the documentation and upload it to each area of non-compliance. Submission of a current catalog need only be uploaded once and only if referenced in the response. If you have any questions, please send your inquiry to Ian Harazduk at iharazduk@acics.org.

Process:

Once the campus logs on to the ACICS membership Web site, go to the In Process Applications link, select the application name and ID. The tasks created for school responses to a visit will be displayed. Select a *Response* task and upload the corresponding document(s).

IMPORTANT: *Document Labels*

Each response document **must** include the task in the file name.

Example: the file name for a document submitted to satisfy Response: **Cite 1**

Narrative task could be *Cite 1 Narrative [document name]*.

Single submissions that consist of multiple documents must be combined into one document before uploading. This procedure is consistent with the method used to submit multiple syllabi and faculty and administrative staff summary sheets.

Response Tasks

Below is the format for *Response* tasks. Each visit type will have a standard amount of visit *Response* tasks. Upload your responses in sequential order, beginning with “Response: Cite 1...” and ignore tasks that exceed your visit response requirement.

Response: Current Catalog
Response: Cite 1 Narrative
Response: Cite 1 Supporting Document(s)
Response: Cite 2 Narrative
Response: Cite 2 Supporting Document(s)
Response: Cite 3 Narrative
Response: Cite 3 Supporting Document(s)
Response: Cite 4 Narrative
Response: Cite 4 Supporting Document(s)

Sincerely

Earline Simons-Bullock

Campus Services/Executive Assistant
Campus Development Department

Enclosures

REEVALUATION

ITT TECHNICAL INSTITUTE

**1030 N. Meridan Rd.
Youngstown, OH 44509
ACICS ID Code: 00011243**

MAIN CAMPUS

**ITT Technical Institute
Indianapolis, IN
ACICS ID Code: 00016040**

Mr. Frank Quartini, Director (fquartini@itt-tech.edu)

Regulatory024@itt-tech.edu

October 24-27, 2012

William Winger	Chair	American International College of Arts and Sciences Antigua	Denver, CO
Richard Travis Murphree	Student-Relations Specialist	Effectual Business Solutions	Eagle, ID
Charles McNeil	Educational Activities	Prince Institute	Thornton, CO
Syrri Terry Donn	Computer Network Systems	Hewlett-Packard (retired)	Saratoga, CA
Alfred Lee Harwell	Drafting and Design	Baker College	Evans, GA
Samy Maurice Hanna	Electronics Engineering Technology	Engineering Consultant	Danville, CA
Patricia L. Patterson	Nursing	Sawyer School (retired)	Marco Island, FL
Chip Snyder	Paralegal	Kaplan University	Hagerstown, MD
Scott Moline	Criminal Justice	Kaplan University	Ankeny, IA
Barry Phillips	Graphic and Visual Communications	Art Director, Designer, Producer	Burleson, TX
Christine Kiely-Granstaff	Staff Representative	ACICS	Princeton, KY

**PROGRAMS OFFERED BY
ITT TECHNICAL INSTITUTE
YOUNGSTOWN, OH**

CREDENTIAL EARNED	APPROVED PROGRAM TITLE	Clock Hrs.	Qtr. Hrs.	Enroll: Full- time/Part- time	AIR Retention & Placement			
					2011		2010	
					Ret.	Pla.	Ret.	Pla.
Academic Associate's	Business Management	970	90	20/6	N/A	N/A	N/A	N/A
Academic Associate's	Business Administration	1020	96	0/3	69.80%	86.90%	65.30%	85.70%
Academic Associate's	Criminal Justice	1100	96	30/7	68.71%	56.25%	71.46%	50.79%
Bachelor's of Science	Criminal Justice	1880	180	25/3	75.00%	N/A	95.83	N/A
Academic Associate's	Computer and Electronics Engineering Technology	1120	96	11/8	63.96%	82.14%	71.15	60.00%
Academic Associate's	Electrical Engineering Technology	1058	90	38/8	N/A	N/A	N/A	N/A
Bachelor's of Science	Electronics and Communications Engineering Technology **	2110	180	0/0	71.86%	0.00%	N/A	N/A
Academic Associate's	Computer Drafting and Design	1140	96	4/6	73.53%	72.00%	67.36%	62.5%
Academic Associate's	Drafting and Design Technology	1058	90	14/4	N/A	N/A	N/A	N/A
Academic Associate's	Graphic Communications and Design	1958	90	15/2	N/A	N/A	N/A	N/A
Academic Associate's	Visual Communications	1120	96	6/3	70.54%	57.14%	75.93%	27.27%
Bachelor's of Science	Construction Management **	2090	180	0/0	66.67%	0/0%	N/A	N/A
Academic Associate's	Information Technology-Computer Network Systems	1120	96	14/3	71.04%	91.67%	77.67%	65.71
Academic Associate's	Network Systems Administration	1058	90	55/11	N/A	N/A	N/A	N/A
Academic Associate's	Software Development Technology	1120	96	2/4	70.73%	N/A	N/A	N/A
Bachelor's of Science	Information Systems Security **	2081	180	0/0	55.56 %	0.0%	N/A	N/A
Academic Associate's	Paralegal	1071	90	6/2	N/A	N/A	N/A	N/A
Academic Associate's	Paralegal Studies	1110	96	5/6	67.11%	66.67%	72.22%	0.0%
Academic Associate's	Nursing	1548	109	94/49	95.56	N/A	N/A	N/A
	TOTAL ENROLLMENT		495					

** The above programs with no enrollment are expected to either attain students for the programs within the required time frame for ACICS or be surrendered and not offered in the future.

INTRODUCTION

The Youngstown campus of ITT is one of the original campuses first purchased by ITT in 1966. The campus has served the community for approximately 50 years and now has over 5,000 alumni. The campus offers both the academic associate's degree and a bachelor's degree. Currently the campus has a population with approximately 500 students. From the last CAR, the campus demographics showed an approximate even mix of female and male students with almost 80% attending evening classes. Most students are not the typical college-aged students but tend to be more mature, with approximately 50% of the students listed as Caucasian and 50% of undisclosed race or minority.

The campus facility is located right off an Interstate and is convenient from all of the Youngstown metropolitan area. The facility is approximately 30,000 square feet with classrooms, labs, resource center, faculty office space, administrative office space and student break area. There is adequate parking for students, faculty and staff.

1. MISSION

- 1.01 Response submitted by Academic Administrative Center
- 1.02 Response submitted by Academic Administrative Center
- 1.03 Response submitted by Academic Administrative Center
- 1.04 Response submitted by Academic Administrative Center
- 1.05 Are the mission statement and supporting objectives appropriately disclosed in the campus catalog and in other publications that are readily available and understandable to the public?
 Yes No
- 1.06 Is the campus committed to successful implementation of its mission?
 Yes No

INSTITUTIONAL EFFECTIVENESS

- 1.07 Does the campus have a current Campus Effectiveness Plan (CEP)?
 Yes No
- 1.08 Does the campus have its own CEP, separate from the institution's IEP?
 Yes No
- 1.09 Does the CEP describe the following?
 The characteristics of the programs offered.
 Yes No
 The characteristics of the student population.
 Yes No
 The types of data that will be used for assessment.
 Yes No
 Specific goals to improve the educational processes.
 Yes No
 Expected outcomes of the plans.
 Yes No
- 1.10 Are the following five required elements evaluated in the CEP?
 Student retention.
 Yes No
 Student placement.
 Yes No Not Applicable (new branch only)
 Level of graduate satisfaction.
 Yes No Not Applicable (new branch only)
 Level of employer satisfaction.
 Yes No Not Applicable (new branch only)
 Student learning outcomes.
 Yes No
- 1.11 Describe the student learning outcomes used by the campus in each program and how these outcomes are being assessed.
 The campus uses capstone courses, student engagement and student success as measurements of outcomes in all curriculums. Capstone course grades and outcomes assessment are indicators of program success or failure. Each capstone course is analyzed for each student's individual success in the capstone course. The capstone results are then analyzed to determine if courses or faculty need remediation. Student success is measured by grades earned at midterm and at the conclusion of each course. Engagement is measured by completion of individual programs and course completion and daily attendance.
- 1.12 Are the following identified and described in the CEP?

The baseline data for each outcome.

Yes No Not Applicable

The data used by the campus to assess each outcome.

Yes No Not Applicable

How the data was collected.

Yes No Not Applicable

An analysis and summary of the data collected and an explanation of how the data will be used to improve the educational processes.

Yes No Not Applicable

- 1.13 Has the campus published annual placement and retention goals in its CEP that take into account its rates from the last three Campus Accountability (previously referred to as AIR) Reports and that demonstrate its ability to maintain or improve retention and placement outcomes?

Yes No

- 1.14 Has the campus published specific activities that will be undertaken to meet placement and retention goals?

Yes No

- 1.15 Describe the specific activities that the campus will undertake to meet these goals.

The goals are to increase retention 3-5% by implementing the following activities:

- increasing use of outside speakers;
- introduction of new teaching techniques;
- further assessment of student feedback;
- additional faculty observations; and
- having school chairs teach initial classes.

Placement goals are specific to programs offered and the goals vary by program. The campus is also endeavoring to raise starting salaries for its graduates. These goals are to be met by more employer contact and the teaching of negotiating skills to the campus' graduates to assist them in negotiating an initial salary.

- 1.16 Does the campus have documentation to show the following?

(a) That the IEP has been implemented.

Yes No

(b) That specific activities listed in the plan have been completed.

Yes No

(c) That periodic progress reports have been completed.

Yes No

- 1.17 Who is responsible for implementing and monitoring the CEP? Describe this individual's qualifications. If a committee is utilized please describe the committee.

The campus director, Mr. Frank J. Quartini, is the person on the Youngstown campus of ITT Technical Institute who is responsible for the implementing and monitoring of the CEP. He is assisted by his management committee which consists of the managers who report directly to him to act as the CEP committee for this campus. Mr. Quartini has been employed by ITT Tech since 1996 both as the director and as the director of recruitment. Mr. Quartini holds a bachelor of arts degree in Social Studies and a master's degree in Education Administration, both from Youngstown State University.

- 1.18 Does the campus have documentation to show that the CEP is evaluated at least annually?

Yes No

2. ORGANIZATION

- 2.01 (a) Response submitted by Academic Administrative Center
- 2.01 (b) Response submitted by Academic Administrative Center
- 2.01 Is the following information regarding the campus appropriately stated in the catalog?
(c) Names of the administrators.
 Yes No
- 2.02 Does the campus:
(a) Adequately train its employees?
 Yes No
(b) Provide them with constant and proper supervision?
 Yes No
(c) Evaluate their work?
 Yes No
- 2.03 Is the administration of the campus efficient and effective?
 Yes No
- 2.04 Does the campus maintain written documentation to show that faculty and staff members:
(a) Clearly understand their duties and responsibilities?
 Yes No
(b) Know the person to whom they report?
 Yes No
(c) Understand the standards by which the success of their work is measured?
 Yes No
- 2.05 Does the administration maintain documentation of the evaluation of the faculty and staff?
 Yes No
- 2.06 Has the campus adopted a policy on academic freedom that has been communicated to the faculty?
 Yes No
- 2.07 Does the campus have an appropriate grievance policy for faculty and staff?
 Yes No
- 2.08 Does the campus catalog or the student handbook contain an appropriate grievance policy for students that includes the name and address of ACICS?
 Yes No Not Applicable (initial applicants only)
- 2.09 Response submitted by Academic Administrative Center

3. ADMINISTRATION

3.01 Is there evidence that the chief on-site administrator(s) or the self-study coordinator for the campus attended an accreditation workshop within 18 months prior to the final submission of the self-study?

Yes No

3.02 Are all staff well trained to carry out administrative functions?

Yes No

3.03 Who is the on-site administrator, and what are this person's qualifications?

Mr. Frank Quartini is the on-site administrator of the Youngstown ITT campus. Mr. Quartini has been employed by ITT Tech since 1996 both as the director and as the director of recruitment. Mr. Quartini holds a bachelor of arts degree in Social Studies and a master's degree in Education Administration, both from Youngstown State University.

3.04 Does the campus list degrees of staff members in the catalog?

Yes No

If Yes, is appropriate evidence of the degrees on file?

Yes No

3.05 Is there evidence that the campus keeps adequate records to support the following administrative operations?

(a) Response submitted by Academic Administrative Center

(b) Admissions.

Yes No

(c) Response submitted by Academic Administrative Center

(d) Response submitted by Academic Administrative Center

(e) Guidance.

Yes No

(f) Instructional resources.

Yes No

(g) Supplies and equipment.

Yes No

(h) The school plant.

Yes No

(i) Faculty and staff.

Yes No

(j) Student activities.

Yes No

(k) Student personnel.

Yes No

3.06 Response submitted by Academic Administrative Center

3.11 Do student files contain evidence of graduation from high school or the equivalent?

Yes No

3.12 Are appropriate transcripts maintained for all students?

Yes No

3.13 Is the grading system fully explained on the transcript, and is it consistent with the grading system that appears in the campus catalog?

Yes No

3.14 Are student records protected from theft, fire, water damage, or other possible loss?

Yes No

3.15 Does the campus maintain transcripts for all students indefinitely?
 Yes No

3.16 Does the campus maintain admissions data and other records for at least five years from the last date of attendance for all students?
 Yes No

GENERAL COMMENTS:

The campus provides a warm and friendly atmosphere for the benefit of its student body.

4. RELATIONS WITH STUDENTS

ALL PROGRAMS

- 4.01 How many student files were reviewed during the evaluation?
During the visit the team reviewed 48 student files.
- 4.02 How does the institution ensure that its student relations reflect high ethical standards?
All student relations activities are controlled by corporate headquarters to ensure that recruitment efforts reflect a high ethical standard consistent with the mission statement. Each admissions recruiter has numerous pre-written presentation guides to assist him or her with each aspect of the recruiting process.
- 4.03 Does the campus have appropriate admissions criteria?
 Yes No
- 4.04 Does the campus contract with third parties for admissions and recruiting purposes?
 Yes No
- 4.05 Is there evidence to document that admissions criteria are applied consistently to all students admitted under the same version of the admissions criteria (e.g., that students admitted into specific programs for the same start date are admitted under the same admissions criteria)?
 Yes No
- 4.06 Reviewed at AAC
- 4.07 Is the admissions policy publicly stated?
 Yes No
- 4.08 Is the admissions policy administered as written?
 Yes No
- 4.09 Who is responsible for the oversight of student recruitment at the campus and what are this person's qualifications?
Mr. Michael Sekol, director of recruitment, is responsible for the oversight of student recruitment. Mr. Sekol has an associate's degree in Web Design from ITT Technical Institute. He has been the director of recruitment since December of 2010. Mr. Sekol has been in student recruitment with the campus since December of 2008. Prior to that, he was in sales management since 2001.
- 4.10 Describe the process for the recruitment of new students.
Recruitment is done with multiple and different marketing strategies. The campus uses print, TV and radio commercials, and the internet. Either students will call in to schedule a personal interview with an admissions representative or the admissions representatives will call the prospective student to schedule a personal interview. The interview provides the prospective student with information regarding the programs of interest and the facility.
- Are these recruiting practices ethical and compatible with the educational objectives of the institution?
 Yes No
- 4.11 Are individuals engaged in admissions or recruitment activities communicating current and accurate information regarding the following?
(a) Courses and programs.
 Yes No
(b) Services.
 Yes No
(c) Tuition.
 Yes No
(d) Terms.
 Yes No
(e) Operating policies.
 Yes No
- 4.12 Does the institution use prospective student names obtained as a result of a survey, canvass, or promise of future employment or

income while a student, or as a result of other marketing activity?

Yes No

4.13 Does the state in which the campus operates require representatives to be licensed or registered?

Yes No

If Yes, is evidence of licensure or registration on file?

Yes No

4.14 Are the titles of recruitment and enrollment personnel appropriate?

Yes No

4.15 Does someone other than recruitment and enrollment personnel make final decisions regarding financial aid eligibility, packaging, awarding, and disbursement?

Yes No

4.16 Are all recruiters supervised by the campus to ensure that their activities are in compliance with all applicable standards?

Yes No

4.17 Reviewed at AAC

4.18 Is there evidence that the campus properly awards transfer of credit?

Yes No Not Applicable

4.19 Does the campus publicize its transfer credit policies, including policies related to accepting transfer credit from another institution?

Yes No

FOR ALL PROGRAMS

4.21 Is the standards of satisfactory academic progress policy published in the catalog?

Yes No

If Yes, state the page number(s) where the standards of satisfactory academic progress policy is published?

The standards of satisfactory academic progress policy are published in the 2012-2013 Volume 68 catalog on page 66-70.

4.22 Does the standards of satisfactory academic progress (SAP) policy published in the catalog contain the following?

(a) A definition of the maximum time frame allowed for students to complete a program as 1.5 times the normal program length.

Yes No

(b) A schedule that designates the minimum percentage of work that a student must successfully complete at the end of each evaluation increment to complete the program within the maximum time frame.

Yes No

(c) Procedures for re-establishing satisfactory academic progress.

Yes No

(d) A definition of the effects of the following on the CGPA and successful course-completion percentage:

Withdrawals.

Yes No

Incomplete grades.

Yes No

Repeated courses.

Yes No

Non-punitive grades.

Yes No Not Applicable (institution does not offer)

Non-credit or remedial courses.

Yes No Not Applicable (institution does not offer)

A probationary period.

Yes No

An appeal process.

Yes No

An extended-enrollment status.

Yes No Not Applicable (institution does not offer)

The effect when a student changes programs.

Yes No Not Applicable (institution only offers one program of study)

The effect when a student seeks to earn an additional credential.

Yes No Not Applicable (institution only offers one credential)

The implications of transfer credit.

Yes No

4.23 Does the campus apply its SAP standards consistently to all students?

Yes No

4.24 Are students who are not making satisfactory academic progress properly notified?

Yes No Not Applicable (no students are in violation of SAP)

4.25 Is SAP evaluated at the end of each academic year or at 50% of the normal program length if the program is one academic year in length or shorter?

Yes No

4.26 Is SAP evaluated at the end of the second academic year and at the end of each subsequent academic year where students must have a minimum CGPA of 2.0 on a scale of 4.0 or its equivalent?

Yes No Not Applicable (all programs are one year or less)

4.27 Are students who are not making satisfactory academic progress at the end of the second year dismissed?

Yes No Not Applicable (all programs are less than two years)

4.28 Are qualitative and quantitative components evaluated cumulatively for all periods of a student's enrollment?

Yes No

4.29 Are students allowed to remain on financial aid during the probationary period?

Yes No Not Applicable (institution does not participate in financial aid)

If Yes, is the student informed of this policy?

Yes No

4.30 Are students whose appeals are granted due to mitigating circumstances placed on probation and considered to be making satisfactory academic progress?

Yes No

4.31 Are students who are placed in an extended-enrollment status denied eligibility for federal financial aid (unless there are mitigating circumstances)?

Yes No

Not Applicable (institution does not have extended enrollment and/or does not participate in financial aid)

4.32 Do credits attempted during the extended-enrollment status count toward the 1.5 times of normal program length?

Yes No Not Applicable (institution does not have extended enrollment)

4.33 For students who have exceeded one and one-half times the standard time frame and were awarded the original credential, were any additional financial obligations waived?

Yes No Not Applicable (there is no such student)

4.34 Are students required to have a minimum CGPA of 2.0 or its equivalent upon graduation from all programs?

Yes No

4.35 Who is responsible for the administration of satisfactory academic progress, and what are this person's qualifications?

Mr. Joseph DeRamo, dean of academic affairs, is responsible for the administration for satisfactory academic progress. Mr. DeRamo holds a bachelor's degree in Criminal Justice from Youngstown State University and a master's in Administration of Justice from Mercyhurst College. Mr. DeRamo has been the dean of academic affairs at this campus since December of 2009. He has been with ITT Technical Institute since March of 2006. Previously, Mr. DeRamo was in law enforcement and loss prevention.

- 4.36 Does the institution encourage and assist students who are experiencing difficulty in progressing satisfactorily in their programs?
 Yes No
- 4.37 Reviewed at the institution level
- 4.38 Does the institution fully disclose the terms, conditions, and application procedures regarding institutional scholarship and grant programs in its catalog?
 Yes No Not Applicable (institution offers loans only)
- 4.39 Are all similarly circumstanced students who enrolled at the same time and in the same programs charged the same tuition and fees?
 Yes No
- 4.40 Do the financial records of students clearly show the following?
 (a) Charges.
 Yes No
 (b) Dates for the posting of tuition.
 Yes No
 (c) Fees.
 Yes No
 (d) Other charges.
 Yes No
 (e) Payments.
 Yes No
 (f) Dates of payment.
 Yes No
 (g) The balance after each transaction.
 Yes No
- 4.41 Are tuition and fees clearly stated on the enrollment agreement or in the catalog?
 Yes No
- If Yes, have students confirmed receiving a copy of the catalog or enrollment agreement (if one is used)?
 Yes No Not Applicable
- 4.42 Is the effective date listed on announcements of changes in tuition and fees?
 Yes No Not Applicable (institution has not changed tuition or fees)
- 4.43 Is the institution's refund policy published in the campus catalog?
 Yes No
- 4.44 Is the refund policy fair, equitable, and applicable to all students?
 Yes No
- 4.45 Is the campus following its stated refund policy?
 Yes No
- 4.46 Does the campus offer financial aid?
 Yes No (Skip to Question 4.53.)
- 4.47 Who is responsible on-site for administering student financial aid, and what are this person's qualifications?
 Mr. William Beach, director of finance, is responsible on-site for administering of student financial aid. Mr. Beach has a

bachelor's degree in Communication from Slippery Rock University. He has been the director of finance at this campus since 2005. Mr. Beach has been with ITT Technical Institute since 2000. Previously, he was in banking management. He is a member of the Ohio Association of Student Financial Aid Administrators (OASFAA).

- 4.48 Is the person who determines the amount of student awards not also responsible for disbursing those awards?
 Yes No
- 4.49 Are final student financial aid award determinations made by administrative individuals who are not responsible for recruitment?
 Yes No
- 4.50 Is the financial aid administrator a member of a state, regional, or national financial aid association and up to date on procedures and changes in the field?
 Yes No
- 4.51 Describe how the financial aid office stays current with regulation and policy changes in financial aid (include all appropriate memberships in professional organizations held by this individual).
 The financial aid office stays current with regulations and policy changes in financial aid by attending a variety of trainings and holding appropriate memberships in professional organizations. The financial aid office has a membership with the Ohio Association of Student Financial Aid Administrators (OASFAA). Additionally, the financial aid office has attended multiple trainings in the last year on different financial aid topics.
- 4.52 Is there evidence that the financial aid administrator regularly participates in professional awareness activities?
 Yes No
- 4.53 Does the campus provide discounts for cash received in advance of the normal payment schedule?
 Yes No (Skip to Question 4.54.)
- 4.54 Describe the student services offered by the campus such as, but not limited to, structured tutoring, academic or personal counseling, student orientation, etc.
 The campus offers and encourages participation in the following activities:
- new student orientation;
 - new student mixer;
 - Constitution Day;
 - tutoring; and
 - academic advising.
- 4.55 Are follow-up studies on graduate and employer satisfaction conducted at specific measuring points following the placement of the campus' graduates?
 Yes No Not Applicable
- 4.56 Does the campus have a written policy that accurately reflects the U.S. Department of Education's definition of a credit hour for credit hour programs and/or clock-to-credit hour programs, including conversion ratios?
 Yes No
- 4.57 Who is the person on staff responsible for the oversight of counseling students on employment opportunities, and what are this person's qualifications?
 Mr. Arthur Daly, director of career services, is responsible for the oversight of counseling students on employment opportunities. Mr. Daly has a bachelor's in Finance from Youngstown State University. He has been the director of careers services at this campus since 2009 and with ITT Technical Institute since 2008. Previously, Mr. Daly was in human resource recruitment and various restaurant management positions.
- 4.58 Does the institution offer employment assistance to all students?
 Yes No Not Applicable (institution enrolls only international students on a student visa)
- 4.59 Does the campus use placement percentages or salary projections as part of its recruiting activities?
 Yes No

- 4.60 Is the beginning enrollment on the most current Campus Accountability Report (CAR, previously referred to as the AIR) the same as the ending enrollment reported on the previous year's CAR?
 Yes No
- 4.61 Was the team able to verify the retention rate for the campus and for each program as reported on the Campus Accountability Report (CAR) last submitted to the Council?
 Yes No Not Applicable
- 4.62 Are students who receive financial aid counseled concerning their student loan repayment obligations?
 Yes No
- 4.63 Describe the process the campus utilizes to ensure that students are counseled concerning their student loan repayment obligations.
This process begins as the student initiates the enrollment process, where he/she is required to complete a loan entrance interview prior to completing the financial aid packaging process. This information is reinforced the third week of the student's first quarter of training, where they are required to view a video and complete a test to support completion of this process. The loan exit process commences once a student is no longer in attendance. The IRIS database system self-populates communications to inactive students based upon their last date of attendance. This process is managed at the corporate office who utilizes a third party servicer. When possible, campuses will meet in person with inactive students. The team viewed a variety of reports supporting this process, which is managed on a weekly basis.
- 4.64 Describe the extracurricular activities of the institution (if applicable).
The campus offers and encourages participation in programmatic clubs, community volunteering time and as on campus blood mobile.

5. EDUCATIONAL ACTIVITIES

FOR ALL PROGRAMS

- 5.01 Are the credentials awarded by the campus in compliance with its accreditation approval and in compliance with applicable state laws?
 Yes No
- 5.02 Who is assigned to oversee the educational activities of all programs at the campus, and what are this person's qualifications?
 Joseph DeRamo was hired as the dean of academic affairs in December of 2010 and he is assigned to oversee the educational activities of all programs at the campus. Mr. DeRamo holds a bachelor's degree in Criminal Justice from Youngstown State University and a master's degree in the Administration of Justice from Mercyhurst College. Mr. DeRamo began his tenure with ITT as program chair for the school of Criminal Justice in March of 2006. In addition to his academic training, Mr. DeRamo has over 14 years' occupational experience in law enforcement, in which he held various administrative and supervisory positions.
- 5.03 Does this person have appropriate academic or experiential qualifications?
 Yes No
- 5.04 Describe how the institution makes provisions for program administrators to have sufficient authority and responsibility for the development and administration of the programs.
 The team reviewed the program administrator's personnel files to verify that they have the appropriate job descriptions and confirmed that they were executed. Upon review, it was revealed that the job descriptions listed specific duties and responsibilities that indicated that the program administrators have sufficient authority and responsibilities for the development and administration of their respective programs. In addition, the program administrator's ACICS data sheets listed the percentage of time they have dedicated for their administrative tasks.
- 5.05 Is the time devoted to the administration of the educational programs sufficient?
 Yes No
- 5.06 Is there a published policy on the responsibility and authority of faculty in academic governance?
 Yes No
- 5.08 Is there evidence that this policy has been adopted and faculty members are aware of it?
 Yes No
- 5.09 Does the campus have any programs that carry specialized or programmatic accreditation?
 Yes No (Skip to question 5.10)
- 5.10 Are the educational programs consistent with the campus mission and the needs of its students?
 Yes No
- 5.11 Do the formation of policies and the design of educational programs involve students, graduates, administrators, faculty, and other interested parties such as advisory committees?
 Yes No
- 5.12 What provisions are made for individual differences among students?
 The campus provides tutoring for students who need extra academic support. The team found signs posted on campus in which faculty in conjunction with the librarian are available to meet with students at designated times for extra help. In addition, the exceptional students are encouraged to undertake extra projects to enhance their academic training, whereas students that are not making satisfactory academic progress must meet with the dean of academic affairs for academic advising and to create a remedial plan for academic success.
- 5.13 Describe the system in place to evaluate, revise, and make changes to the curriculum.
 The campus has a corporate curriculum manager who analyzes technical advancements and occupational considerations for the specific program assigned. The faculty and program advisory committee members are encouraged to make recommendations to the curriculum. The recommendations are evaluated at the corporate level and if they are approved, the revisions are implemented corporate wide. ITT also has a Faculty Collaboration Portal where faculty can communicate directly with the corporate curriculum managers to post observations or make recommendations.
- 5.14 Does the faculty participate in this process?

Yes No

- 5.16 If the institution awards academic credit to students who demonstrate subject competency based on academic, occupational, or personal experiences, is there an established systematic method for evaluating and awarding academic credit to which the campus adheres?

Yes No NA (institution does not award such credit)

If Yes, is there appropriate documentation of the assessments of knowledge, skills, or competencies required?

Yes No

- 5.17 Are courses and breaks scheduled appropriately, given the students' academic background and the coursework involved?

Yes No

- 5.18 Are the following appropriate to adequately support the number and nature of the general education courses? (If only non-degree programs are offered with no general education courses, skip to 5.19)

Facilities

Yes No

Instructional equipment

Yes No

Resources

Yes No

Personnel

Yes No

- 5.19 Does the campus provide an environment for its faculty that is conducive to effective classroom instruction?

Yes No

- 5.20 Are the quantity and type of instructional materials and equipment proportionate to the size of the campus and types of programs?

Yes No

- 5.21 Based on the team's observation of the instructional materials used, interviews with students and faculty, and a review of software licenses, is the campus in compliance with applicable licensing and copyright laws?

Yes No

- 5.22 Are official transcripts for all qualifying credentials and for those credentials listed in the catalog on file for all instructors?

Yes No

- 5.23 Have faculty transcripts from institutions not accredited by agencies recognized by the United States Department of Education been translated into English and evaluated by a member of the Association of International Credential Evaluators (AICE) or the National Association of Credential Evaluation Services (NACES) to determine the equivalency of the credentials to credentials awarded by institutions in the United States?

Yes No Not Applicable (no faculty members hold foreign credentials)

- 5.24 Is there documented evidence of a systematic program of in-service training at the campus?

Yes No

If Yes, how is this documented?

The campus requires the faculty to attend the quarterly faculty in-service training. Documentation was on file to verify their agendas, minutes and sign-in sheets of the attendees. In addition, the campus provides faculty with certificates of attendance for their in-service training which is placed in their faculty file folders as evidence of professional development.

- 5.25 Is there evidence that appropriate faculty development plans have been developed and implemented annually, including documentation to support completed activities listed on the plans?

Yes No

- 5.26 Is there evidence that full-time and part-time instructors participate in regularly scheduled faculty meetings?
 Yes No
- 5.27 Is there an adequate core of full- and/or part-time faculty to assure sound direction and continuity of development for the educational programs?
 Yes No

OCCUPATIONAL ASSOCIATE'S, ACADEMIC ASSOCIATES'S, AND BACHELOR'S DEGREES ONLY

- 5.28 Are instructors teaching general education courses assigned in keeping with the minimum requirements as stated in the Accreditation Criteria?
 Yes No

ACADEMIC ASSOCIATE'S DEGREES ONLY

- 5.33 Are at least one-half of all courses that are part of each associate's degree program taught by faculty members who have graduate degrees, professional degrees, or bachelor's degrees plus professional certification?
 Yes No

BACHELOR'S DEGREES ONLY

- 5.36 Are at least one-half of all lower-division subjects and all upper-division courses that are part of the bachelor's degree program taught by faculty members who have graduate degrees, professional degrees, or bachelor's degrees plus professional certification?
 Yes No

6. EDUCATIONAL FACILITIES

- 6.01 Describe the physical facility of the campus (include details such as campus location, square footage, distribution of space, parking situation and any other pertinent information).
The campus facility is located right off an Interstate and is convenient from all of the Youngstown metropolitan area. The

facility is approximately 30,000 square feet with the following spaces:

- classrooms;
- labs;
- resource center;
- faculty office space;
- administrative office space; and
- student break area.

There is adequate parking for students, faculty and staff.

6.02 Does the campus utilize any additional space locations?

Yes No

6.03 Does the campus utilize learning sites?

Yes No

6.04 Are all facilities (including additional space and learning-site locations) appropriate for the size of the student population and the programs offered?

Yes No

6.05 Are the following appropriate to support the student population and the programs offered at all locations (including additional space and learning-site locations)?

(a) Equipment.

Yes No

(b) Instructional tools.

Yes No

(c) Machinery.

Yes No

6.06 Is there evidence on file to show that all institutional facilities are in compliance with fire, safety, and sanitation regulations?

Yes No Not Applicable

GENERAL COMMENTS:

The facility is suitably located for its student body. The campus is well maintained, bright and airy and is conducive to the campus' mission.

7. PUBLICATIONS

7.01 What catalog was used during the evaluation (please include the year, number, and volume if appropriate)?

The team reviewed the 2012-2013, volume 68 catalog published on October 10, 2012.

- 7.02 Does the self-study accurately portray the campus?
 Yes No
- 7.03 Does the campus publish a catalog that is appropriately printed and bound and provided to all enrolled students?
 Yes No
- 7.04 Does the catalog contain the following items?
- (a) A table of contents and/or an index.
 Yes No
- (b) An indication of the year or years for which the catalog is effective on the front page or cover page.
 Yes No
- (c) The names and titles of the administrators.
 Yes No
- (d) A statement of legal control which includes the names of trustees, directors, and officers of the corporation.
 Yes No
- (e) A statement of accreditation
 Yes No Not Applicable (initial applicant)
- (f) A mission statement.
 Yes No
- (g) A listing of full-time faculty members which lists all qualifying credentials held along with the awarding institution and the area of teaching specialization.
 Yes No
- (h) An academic calendar.
 Yes No
- (i) A full disclosure of the admission requirements.
 Yes No
- (j) A statement for each curriculum offered that includes a statement of objective or purpose; an accurate and complete listing of all courses in the curriculum with a unique identifying number and title, the credit or clock hours awarded; the total credit or clock hours required to complete the curriculum; any necessary requirements for certification, licensing, or registration needed to work in the field; and any additional requirements that must be met to complete the curriculum.
 Yes No
- (k) A description of each course offered that includes the identifying number, title, credit or clock hours awarded, a concise description of the course contents, and any necessary prerequisites.
 Yes No
- (l) An explanation of the grading system that is consistent with the one that appears on the student transcript.
 Yes No
- (m) A definition of the unit of credit.
 Yes No Not Applicable (The institution does not award credit)
- (n) A complete explanation of the standards of satisfactory academic progress.
 Yes No
- (o) A description of the certificates, diplomas, and/or degrees awarded along with a statement of the requirements necessary for completion of each.
 Yes No
- (p) The transfer of credit policy.
 Yes No
- (q) A statement of the tuition, fees, and any other charges.
 Yes No
- (r) A complete and accurate listing of all scholarships offered.
 Yes No Not Applicable (no scholarships offered)
- (s) The refund policy.
 Yes No
- (t) A statement describing the student services offered.
 Yes No
- (u) A student grievance policy that includes the name and address of ACICS (may be in the student handbook instead of catalog).

Yes No Not Applicable (initial applicants only)

7.05 Does the institution offer degree programs?

Yes No

If Yes, does the catalog contain the following?

(a) An explanation of the course numbering system (for all levels).

Yes No

(b) Identification of courses that satisfy general education requirements (for occupational associate's, academic associate's, and bachelor's degrees only).

Yes No

(c) Identification of courses that satisfy the concentration requirements (for academic associate's and bachelor's degrees only).

Yes No

(d) Identification of courses that satisfy the upper-division (for bachelor's degrees only).

Yes No

7.06 Does the institution offer courses and/or programs via distance education?

Yes No (Skip to Question 7.07.)

If Yes, does the catalog contain the following?

(a) A description of each mode of delivery used for distance education courses.

Yes No

(b) Any additional or different admissions requirements for students taking distance education courses.

Yes No Not Applicable (there are no additional or different admissions requirements)

(c) A description of any tests used to determine access to distance education.

Yes No Not Applicable (no additional tests are given)

(d) A description of the resources and equipment the students must have to avail themselves of distance education instruction.

Yes No

(e) Costs and fees associated specifically with distance education.

Yes No Not Applicable (there are no additional costs and fees)

7.07 Does the catalog contain an addendum/supplement?

Yes No (Skip to Question 7.08.)

7.08 Is the catalog available online?

Yes No (Skip to Question 7.09.)

If Yes, does it match the hard copy version?

Yes No

7.09 Does the campus utilize a multiple-school catalog?

Yes No (Skip to Question 7.10.)

If Yes, answer the following:

(a) Are all institutions using the same catalog of common ownership?

Yes No

(b) Are all photographs utilized properly labeled to identify the location depicted?

Yes No

(c) Are faculty and staff listings properly identified with respect to the institution to which they belong?

Yes No

7.10 Is all advertising and promotional literature, including the campus' Web site, truthful and dignified?

Yes No

7.11 Is the correct name of the campus listed in all advertising, web postings and promotional literature?

Yes No

7.12 Where does the campus advertise (publications, online, etc.)?

The campus advertises via the following mediums:

- direct mail;
- company Web site;
- the Yellow Pages; and
- broadcast advertising.

Are the advertisements under acceptable headings?

Yes No

7.13 Does the campus use endorsements, commendations, or recommendations in its advertising?

Yes No (Skip to Question 7.14.)

7.14 Does the campus utilize services funded by third parties?

Yes No (Skip to Question 7.15.)

7.15 Does the campus avoid offering monetary incentives to attract students or for failure in job placement?

Yes No

7.16 Is the phrase “for those who qualify” properly referenced in all advertising that mentions financial aid?

Yes No Not Applicable (institution does not participate in financial aid)

8. LIBRARY, INSTRUCTIONAL RESOURCES, AND TECHNOLOGY FOR ALL PROGRAMS

- 8.01 Does the campus develop an adequate base of library resources?
 Yes No
- 8.02 Does the campus ensure access of library resources to all faculty and students, including students at nonmain campuses?
 Yes No
- 8.03 Does the campus provide training and support to faculty and students in utilizing library resources as an integral part of the learning process?
 Yes No
- 8.04 Are adequate staff provided to support the development, organization of the collection, and access of library resources?
 Yes No
- 8.05 Reviewed at AAC
- 8.06 Reviewed at AAC

OCCUPATIONAL ASSOCIATES, ACADEMIC ASSOCIATE'S, BACHELOR'S, AND MASTER'S DEGREES ONLY

- 8.07 Reviewed at AAC
- 8.08 Reviewed at AAC
- 8.09 What portion of the current year's library budget has been spent and how has the money been allocated?
 The ITT-Youngstown campus has been allocated \$7,861.00 for their 2012 library budget. The campus has spent 80% of the budget towards their virtual library, periodicals and textbooks in the areas of electronics, information technology, general education, business, criminal justice, visual communications, allied health in addition to drafting and design.
- 8.10 Is there evidence that the faculty have major involvement in the selection of library resources?
 Yes No
- 8.11 Are the library hours adequate to accommodate the needs of all students?
 Yes No

ACADEMIC ASSOCIATE'S, BACHELOR'S, AND MASTER'S DEGREES ONLY

- 8.12 Reviewed at AAC
- 8.13 Is the Dewey Decimal, Library of Congress, or other appropriate system of classification used to organize the library materials?
 Yes No
- 8.14 Reviewed at AAC
- 8.15 If interlibrary agreements are in effect, are the provisions appropriate, do they ensure practical use and accessibility to the students, and is evidence of student use documented?
 Yes No Not Applicable (no interlibrary agreements)
- 8.16 Reviewed at AAC
- 8.17 Reviewed at AAC
- 8.18 Reviewed at AAC

ACADEMIC ASSOCIATE'S AND BACHELOR'S DEGREES ONLY

- 8.19 Reviewed at AAC

- 8.21 Reviewed at AAC
- 8.22 Is documentation on file to reflect the librarian's participation in professional growth activities?
 Yes No
- 8.23 Are the hours the library is open adequate to accommodate the needs of all students?
 Yes No
- 8.24 Does the library make available appropriate reference, research, and information resources to provide basic support for curricular and educational offerings and to enhance student learning?
 Yes No

GENERAL COMMENTS:

While on-site, the team discovered that the librarian's administrative assistant resigned on Friday, October 19, 2012. In the interim, the campus has assigned adjunct instructor, Michael Pozega to assist with coverage of the LRC while the campus interviews for a new administrative assistant for the LRC. In addition, it was revealed that Mr. Michael Pozega did not have documentation evidencing that he completed the "LRC Service Provider Training". However, during the visit the team was provided with documentation evidencing that Mr. Pozega completed the LRC Service Training on October 23, 2012.

9. PROGRAM EVALUATION

Bachelor of Science Degree in Criminal Justice

ALL PROGRAMS

- 9.01 See response from AAC
 (a) See response from AAC
 (b) See response from AAC
 (c) See response from AAC
 (d) See response from AAC

If No for this campus, does the Campus Effectiveness Plan (CEP) include an improvement plan for this program with data, analysis and activities to meet or exceed Council requirements?

Yes No

- 9.02 Who is assigned to administer the academic program(s), and what are this person's qualifications?
 Mr. Bruce Simeone is the chair of the bachelor's degree program in Criminal Justice. Mr. Simeone earned a bachelor's degree in Corrections and a master's degree in Police Administration from Youngstown State University. Mr. Simeone joined the Niles Police Department in Niles Ohio in 1970 and was appointed chief of police of that agency in 1996, retiring in 2011. Mr. Simeone has attended numerous law enforcement training seminars and conferences under the oversight of the Ohio Police Officer Training Association to include supervision and management courses. He became an instructor in the Criminal Justice program at this campus in 2010 and was appointed chair in March of 2012.

- 9.03 Does this individual possess appropriate academic or experiential qualifications?

Yes No

- 9.04 Is there evidence that the program administrator has sufficient authority and responsibility for the administration of the educational program(s)?

Yes No

- 9.05 Are the time and resources devoted to the administration of the educational program(s) sufficient?

Yes No

- 9.06 Does the program meet the needs of its students and the requirements of the council as shown by student achievement outcomes which meet or exceed the standards for the following areas:

(a) Student retention rate of 62%
 Yes No Not applicable (new branch only)

(b) Student placement rate of 58%
 Yes No Not applicable (new branch only)

- 9.07 List the community resources and how they are utilized to enrich the program(s).

The chair reported that classes have participated in tours of two correctional facilities; one private and one state. A career fair was recently conducted in which Criminal Justice students were able to interact with vendors representing various facets of the criminal justice career field. Speakers invited to address classes represented area law enforcement agencies and correctional practitioners. Finally, a Deputy U.S. Marshall also addressed the class discussing duties and responsibilities of the U.S. Marshall's Office and employment opportunities.

- 9.08 Are these resources sufficient?

Yes No

- 9.10 Does the catalog and/or other advertising material such as brochures and web site, accurately describe the program and its objectives?

Yes No

- 9.11 For programs that include practica, externships, or internships, does the institution have a written and mutually signed agreement that outlines the arrangement between the institution and the practicum site, including specific learning objectives, course requirements, and evaluation criteria?

Yes No NA, (these elements are not part of the program or no student is far enough in the program)

- 9.13 Are independent studies used appropriately, and is there a signed contract that meets Council standards?

Yes No NA

9.15 Are course prerequisites being followed?

Yes No

9.16 Is an appropriately detailed syllabus on file for each course that includes:

(a) Title and course descriptions

Yes No

(b) Course numbers

Yes No

(c) Course prerequisites and/or corequisites

Yes No

(d) Instructional contact hours/credits

Yes No

(e) Learning objectives

Yes No

(f) Instructional materials and references

Yes No

(g) Topical outline of the course

Yes No

(h) Instructional methods

Yes No

(i) Assessment criteria

Yes No

(j) Method of evaluating students

Yes No

(k) Date the syllabus was last reviewed

Yes No

For campuses participating in Title IV that have lecture courses in credit hour programs or clock-to-credit hour programs only:

(l) Out-of-class work assignments that support the learning objectives for the course

Yes No

(m) A description of the minimum amount of time a student is expected to spend on completion of the work assignments

Yes No

9.17 Do students confirm that they receive a course syllabus and that it is followed?

Yes No

9.18 Are the courses available when needed by the student in the normal pursuit of a program of study?

Yes No

9.19 Was the team able to verify the backup documentation to support the placement rate for the program(s) as reported on the last Campus Accountability Report (formerly AIR) submitted to the Council?

Yes No NA, (there have been no graduates)

9.20 Was documentation on file to verify graduates classified on the CAR as “not available for placement”?

Yes No Not Applicable

9.21 Does the campus participate in Title IV financial aid?

Yes No (*Skip to question 9.24*)

9.22 Does the campus have written documentation of procedures for developing the application of the U.S. Department of Education’s definition of a credit hour?

Yes No Not Applicable (Clock hour programs only)

If Yes, briefly describe the procedures.

In the "credit hour" section on page 57 of the campus' 2012-2013 catalog, volume 68, the campus policy regarding homework is contained in the "Residence Courses" paragraph reads as follows: “In all courses, other than those taken through directed

independent study, a quarter credit hour represents: (a) at least 10 clock hours of classroom activities and at least 20 clock hours of outside preparation; (b) at least 20 clock hours of laboratory activities; or (c) at least 30 clock hours of externship or practicum or clinical component. A clock hour is 50 minutes.

- 9.23 Is there evidence that out-of-class work or the equivalency is being evaluated?
 Yes No Not Applicable (Clock hour programs only)

If *Yes*, briefly describe the documentation of evaluation viewed on site.

There is evidence that out-of-class work or the equivalency is being evaluated in all courses.

- 9.24 Are the following appropriate to adequately support the number and nature of the program?
- (a) Facilities
 Yes No
- (b) Instructional equipment
 Yes No
- (c) Resources
 Yes No
- (d) Personnel
 Yes No

- 9.25 Reviewed at AAC

NONDEGREE PROGRAMS, OCCUPATIONAL ASSOCIATE'S, ACADEMIC ASSOCIATE'S, AND BACHELOR'S DEGREES ONLY

- 9.27 Do the faculty members' qualifications meet the minimum requirements outlined in the Accreditation Criteria, and are their qualifications academically and experientially appropriate to the subject matter they teach and the level of the credential awarded?
 Yes No
- 9.28 Is the size of the faculty appropriate to the total student enrollment?
 Yes No

OCCUPATIONAL ASSOCIATE'S, ACADEMIC ASSOCIATE'S, BACHELOR'S AND MASTER'S DEGREES ONLY

- 9.29 Is an adequate core of full- and part-time faculty employed to ensure sound direction and continuity of development for the program?
 Yes No NA, hiring responsibility is at AAC

ACADEMIC ASSOCIATE'S, BACHELOR'S, AND MASTER'S, DEGREES ONLY

- 9.30 Are teaching loads reasonable?
 Yes No

BACHELOR'S DEGREES ONLY

- 9.43 Reviewed at AAC
- 9.44 Reviewed at AAC
- 9.45 Reviewed at AAC
- 9.46 Reviewed at AAC
- 9.47 Is enrollment in the third and fourth years of the bachelor's program sufficient to support regularly scheduled classes and laboratory work?
 Yes No N A, (no students in the third and fourth years)

9.48 Reviewed at AAC

GENERAL COMMENTS:

The reinstated bachelor of science in Criminal Justice program is staffed with a chair and faculty that all have advanced degrees in the field and extensive field/practitioner experience. The program advisory committee is represented by a wide array of criminal justice practitioners. Off-campus activities consist of tours to criminal justice and correctional facilities to enhance both student awareness of these agencies as well as employment opportunities. On-campus activities have included a career fair and practitioner guest speakers all of which represent most positive exposure to the criminal justice career field.

9. PROGRAM EVALUATION

Associate of Applied Science Degree in Paralegal Studies

ALL PROGRAMS

- 9.01 See response from AAC
 (a) See response from AAC
 (b) See response from AAC
 (c) See response from AAC
 (d) See response from AAC

If No for this campus, does the Campus Effectiveness Plan (CEP) include an improvement plan for this program with data, analysis and activities to meet or exceed Council requirements?

Yes No

- 9.02 Who is assigned to administer the academic program(s), and what are this person's qualifications?
 Mr. Bruce Simeone, chair of Criminal Justice, is assigned to administer the Paralegal Studies program. He holds a bachelor's degree in Corrections from and a master's degree in Police Administration from Youngstown State University. Mr. Simeone started as chair with ITT in December of 2010. Prior to starting at ITT in 2010, he served as chief of police in Niles, Ohio for 15 years. Mr. Simeone is assisted in the Paralegal Studies program by Dennis Sarisky, adjunct instructor in Paralegal Studies. He holds a bachelor's degree in Accounting and Finance from Mount Union College in Alliance, OH, and a juris doctor from Capital University in Columbus, OH. Mr. Sarisky has been an adjunct instructor since June of 2007. Since April of 2006, he has served as magistrate for the General Division of the Mahoning County Common Pleas Court. Previously, he was a magistrate of the Domestic Relations Court from 2004-2005. From 1998-2004, he was self-employed in a private law practice and assistant prosecutor.

- 9.03 Does this individual possess appropriate academic or experiential qualifications?

Yes No

- 9.04 Is there evidence that the program administrator has sufficient authority and responsibility for the administration of the educational program(s)?

Yes No

- 9.05 Are the time and resources devoted to the administration of the educational program(s) sufficient?

Yes No

- 9.06 Does the program meet the needs of its students and the requirements of the council as shown by student achievement outcomes which meet or exceed the standards for the following areas:

(a) Student retention rate of 62%

Yes No Not applicable (new branch only)

(b) Student placement rate of 58%

Yes No Not applicable (new branch only)

- 9.07 List the community resources and how they are utilized to enrich the program(s).

The students have taken field trips to Mahoning County courthouse and law offices. There have also been guest speakers including a family law attorney. In addition, there have been program advisory committee meetings.

- 9.08 Are these resources sufficient?

Yes No

- 9.09 Reviewed at AAC

- 9.10 Does the catalog and/or other advertising material such as brochures and web site, accurately describe the program and its objectives?

Yes No

- 9.11 For programs that include practica, externships, or internships, does the institution have a written and mutually signed agreement that outlines the arrangement between the institution and the practicum site, including specific learning objectives, course requirements, and evaluation criteria?

Yes No NA, (these elements are not part of the program or no student is far enough in the program)

9.12 Reviewed at AAC

9.13 Are independent studies used appropriately, and is there a signed contract that meets Council standards?
 Yes No NA

9.14 Reviewed at AAC

9.15 Are course prerequisites being followed?
 Yes No

9.16 Is an appropriately detailed syllabus on file for each course that includes:

(a) Title and course descriptions

Yes No

(b) Course numbers

Yes No

(c) Course prerequisites and/or corequisites

Yes No

(d) Instructional contact hours/credits

Yes No

(e) Learning objectives

Yes No

(f) Instructional materials and references

Yes No

(g) Topical outline of the course

Yes No

(h) Instructional methods

Yes No

(i) Assessment criteria

Yes No

(j) Method of evaluating students

Yes No

(k) Date the syllabus was last reviewed

Yes No

For campuses participating in Title IV that have lecture courses in credit hour programs or clock-to-credit hour programs only:

(l) Out-of-class work assignments that support the learning objectives for the course

Yes No

(m) A description of the minimum amount of time a student is expected to spend on completion of the work assignments

Yes No

If *No*, insert the section number in parentheses, list the courses, and explain:

(Section 3-1-513(a) and Glossary): Course syllabi do not include, as appropriate, out-of-class work assignments that support the learning objectives for most courses. Although the campus provided samples of some graded homework assignments, the majority of syllabi provided to the team did not indicate that homework or outside assignments were required and homework assignments were not included as any percent of the final grade.

9.17 Do students confirm that they receive a course syllabus and that it is followed?

Yes No

9.18 Are the courses available when needed by the student in the normal pursuit of a program of study?

Yes No

9.19 Was the team able to verify the backup documentation to support the placement rate for the program(s) as reported on the last Campus Accountability Report (formerly AIR) submitted to the Council?

Yes No NA, (there have been no graduates)

How many calls to employers or graduates were attempted?

There were two calls made to employers.

How many calls to employers or graduates were successful?

There were two successful calls.

How many of the calls where contact was made with employers or graduates confirmed the employment of the graduate as reported on the CAR? Please explain any discrepancy between the number of successful contacts and confirmations.

There were 2 calls that confirmed the employment of the graduates as reported on the 2011 CAR.

9.20 Was documentation on file to verify graduates classified on the CAR as “not available for placement”?

Yes No Not Applicable

9.21 Does the campus participate in Title IV financial aid?

Yes No (Skip to question 9.24)

9.22 Does the campus have written documentation of procedures for developing the application of the U.S. Department of Education’s definition of a credit hour?

Yes No Not Applicable (Clock hour programs only)

In the "credit hour" section on page 57 of the campus' 2012-2013 catalog, volume 68, the campus policy regarding homework is contained in the "Residence Courses" paragraph.

9.23 Is there evidence that out-of-class work or the equivalency is being evaluated?

Yes No Not Applicable (Clock hour programs only)

If Yes, briefly describe the documentation of evaluation viewed on site.

Faculty made available to the team homework assignments submitted by students and graded. Also, students interviewed by the team provided access to their homework assignments.

9.24 Are the following appropriate to adequately support the number and nature of the program?

(a) Facilities

Yes No

(b) Instructional equipment

Yes No

(c) Resources

Yes No

(d) Personnel

Yes No

9.25 Reviewed at AAC

NONDEGREE PROGRAMS, OCCUPATIONAL ASSOCIATE’S, ACADEMIC ASSOCIATE’S, AND BACHELOR’S DEGREES ONLY

9.27 Do the faculty members’ qualifications meet the minimum requirements outlined in the Accreditation Criteria, and are their qualifications academically and experientially appropriate to the subject matter they teach and the level of the credential awarded?

Yes No

9.28 Is the size of the faculty appropriate to the total student enrollment?

Yes No

OCCUPATIONAL ASSOCIATE’S, ACADEMIC ASSOCIATE’S, BACHELOR’S AND MASTER’S DEGREES ONLY

9.29 Is an adequate core of full- and part-time faculty employed to ensure sound direction and continuity of development for the program?

Yes No NA, hiring responsibility is at AAC

ACADEMIC ASSOCIATE'S, BACHELOR'S, AND MASTER'S, DEGREES ONLY

9.30 Are teaching loads reasonable?
 Yes No

ACADEMIC ASSOCIATE'S DEGREES ONLY

9.38 Reviewed at AAC

9.39 Reviewed at AAC

9.40 Reviewed at AAC

9.41 Is enrollment in the second academic year of the two-year program sufficient to support regularly scheduled classes?
 Yes No Not Applicable (no students in the second year)

9.42 Reviewed at AAC

GENERAL COMMENTS:

The adjunct instructor's knowledge and experience in a variety of legal disciplines provides the students with an education that incorporates real life relevance with subject matter content.

9. PROGRAM EVALUATION

Associate of Applied Science Degree in Network System Administration
Associate of Applied Science Degree in Computer Network Systems

Associate of Applied Science Degree in Software Development Technology

ALL PROGRAMS

- 9.01 See response from AAC
 (a) See response from AAC
 (b) See response from AAC
 (c) See response from AAC
 (d) See response from AAC
- 9.02 Who is assigned to administer the academic program(s), and what are this person's qualifications?
 Mr. David Smith is assigned to administer the information technology programs. He holds a bachelor's of science degree in Business Administration and a master's degree in Computing and Information Systems from Youngstown State University. Mr. Smith has been an instructor in ITT since 2000 and the Chair of the School of Information Technology since 2003. He also had many years of prior experiences in the information technology industry.
- 9.03 Does this individual possess appropriate academic or experiential qualifications?
 Yes No
- 9.04 Is there evidence that the program administrator has sufficient authority and responsibility for the administration of the educational program(s)?
 Yes No
- 9.05 Are the time and resources devoted to the administration of the educational program(s) sufficient?
 Yes No
- 9.06 Does the program meet the needs of its students and the requirements of the council as shown by student achievement outcomes which meet or exceed the standards for the following areas:
 (a) Student retention rate of 62%
 Yes No Not applicable (new branch only)
 (b) Student placement rate of 58%
 Yes No Not applicable (new branch only)
- 9.07 List the community resources and how they are utilized to enrich the program(s).
 A field trip was organized recently to allow students to see the latest information technologies first hand. A guest speaker is scheduled to give a talk in November. Additional guest speakers will continue to be sought in the future. Program Advisory Committee meetings were held to help ensure the programs remain current and meet the needs of the current job market.
- 9.08 Are these resources sufficient?
 Yes No
- 9.09 Reviewed at AAC
- 9.10 Does the catalog and/or other advertising material such as brochures and web site, accurately describe the program and its objectives?
 Yes No
- 9.11 For programs that include practica, externships, or internships, does the institution have a written and mutually signed agreement that outlines the arrangement between the institution and the practicum site, including specific learning objectives, course requirements, and evaluation criteria?
 Yes No
 NA, (these elements are not part of the program or no student is far enough along in the program)
- 9.12 Reviewed at AAC
- 9.13 Are independent studies used appropriately, and is there a signed contract that meets Council standards?
 Yes No NA

- 9.14 Reviewed at AAC
- 9.15 Are course prerequisites being followed?
 Yes No
- 9.16 Is an appropriately detailed syllabus on file for each course that includes:
- (a) Title and course descriptions
 Yes No
 - (b) Course numbers
 Yes No
 - (c) Course prerequisites and/or corequisites
 Yes No
 - (d) Instructional contact hours/credits
 Yes No
 - (e) Learning objectives
 Yes No
 - (f) Instructional materials and references
 Yes No
 - (g) Topical outline of the course
 Yes No
 - (h) Instructional methods
 Yes No
 - (i) Assessment criteria
 Yes No
 - (j) Method of evaluating students
 Yes No
 - (k) Date the syllabus was last reviewed
 Yes No

For campuses participating in Title IV that have lecture courses in credit hour programs or clock-to-credit hour programs only:

- (l) Out-of-class work assignments that support the learning objectives for the course
 Yes No
- (m) A description of the minimum amount of time a student is expected to spend on completion of the work assignments
 Yes No

If *No*, insert the section number in parentheses, list the courses, and explain:

(Section 3-1-513(a) and Glossary): Course syllabi do not include, as appropriate, the minimum amount of time expected to complete out-of-class assignments.

- 9.17 Do students confirm that they receive a course syllabus and that it is followed?
 Yes No
- 9.18 Are the courses available when needed by the student in the normal pursuit of a program of study?
 Yes No
- 9.19 Was the team able to verify the backup documentation to support the placement rate for the program(s) as reported on the last Campus Accountability Report (formerly AIR) submitted to the Council?
 Yes No NA, (there have been no graduates)

How many calls to employers or graduates were attempted?

There were eight calls made to employers for the Computer Network Systems program. No calls were made for Software Development Technology and Network System Administration programs since there were no graduates.

How many calls to employers or graduates were successful?

There were seven successful calls.

How many of the calls where contact was made with employers or graduates confirmed the employment of the graduate as reported on the CAR? Please explain any discrepancy between the number of successful contacts and confirmations.

There were seven calls that confirmed the employment of nine graduates as reported on the 2011 CAR.

- 9.20 Was documentation on file to verify graduates classified on the CAR as “not available for placement”?
 Yes No Not Applicable

- 9.21 Does the campus participate in Title IV financial aid?
 Yes No (*Skip to question 9.24*)

- 9.22 Does the campus have written documentation of procedures for developing the application of the U.S. Department of Education’s definition of a credit hour?
 Yes No Not Applicable (Clock hour programs only)

In the "credit hour" section on page 57 of the campus' 2012-2013 catalog, volume 68, the campus policy regarding homework is contained in the "Residence Courses" paragraph.

- 9.23 Is there evidence that out-of-class work or the equivalency is being evaluated?
 Yes No Not Applicable (Clock hour programs only)

If *Yes*, briefly describe the documentation of evaluation viewed on-site.

Samples of graded homework assignments were provided by the chair and an instructor as evidence.

- 9.24 Are the following appropriate to adequately support the number and nature of the program?

(a) Facilities

Yes No

(b) Instructional equipment

Yes No

(c) Resources

Yes No

(d) Personnel

Yes No

- 9.25 Reviewed at AAC

NONDEGREE PROGRAMS, OCCUPATIONAL ASSOCIATE’S, ACADEMIC ASSOCIATE’S, AND BACHELOR’S DEGREES ONLY

- 9.27 Do the faculty members’ qualifications meet the minimum requirements outlined in the Accreditation Criteria, and are their qualifications academically and experientially appropriate to the subject matter they teach and the level of the credential awarded?
 Yes No

- 9.28 Is the size of the faculty appropriate to the total student enrollment?
 Yes No

OCCUPATIONAL ASSOCIATE’S, ACADEMIC ASSOCIATE’S, BACHELOR’S AND MASTER’S DEGREES ONLY

- 9.29 Is an adequate core of full- and part-time faculty employed to ensure sound direction and continuity of development for the program?
 Yes No NA, hiring responsibility is at AAC

ACADEMIC ASSOCIATE’S, BACHELOR’S, AND MASTER’S, DEGREES ONLY

- 9.30 Are teaching loads reasonable?

Yes No

ACADEMIC ASSOCIATE'S DEGREES ONLY

9.38 Reviewed at AAC

9.39 Reviewed at AAC

9.40 Reviewed at AAC

9.41 Is enrollment in the second academic year of the two-year program sufficient to support regularly scheduled classes?

Yes No Not Applicable (no students in the second year)

9.42 Reviewed at AAC

9. PROGRAM EVALUATION

Associate's degree in Computer and Electronics Engineering Technology (CEET)

Associate's degree in Electrical Engineering Technology (ELCT)

ALL PROGRAMS

- 9.01 See response from AAC
 (a) See response from AAC
 (b) See response from AAC
 (c) See response from AAC
 (d) See response from AAC
- 9.02 Who is assigned to administer the academic program(s), and what are this person's qualifications?
 Mr. David Brett is assigned to administer the CEET and the ELCT programs as the chair of the School of Electronics Technology. He holds a bachelor's degree and a master's degree both in Education from Youngstown State University. Mr. Brett has more than 30 years of experience in the fields of Electronics and Communications working in industry and teaching. Mr. Brett is qualified for his current position.
- 9.03 Does this individual possess appropriate academic or experiential qualifications?
 Yes No
- 9.04 Is there evidence that the program administrator has sufficient authority and responsibility for the administration of the educational program(s)?
 Yes No
- 9.05 Are the time and resources devoted to the administration of the educational program(s) sufficient?
 Yes No
- 9.06 Does the program meet the needs of its students and the requirements of the council as shown by student achievement outcomes which meet or exceed the standards for the following areas:
 (a) Student retention rate of 62%
 Yes No Not applicable (new branch only)
 (b) Student placement rate of 58%
 Yes No Not applicable (new branch only)
- No retention or placement data were included in the Campus Accountability Report (CAR) for the new program Associate's degree in Electrical Engineering Technology (ELCT) which started June 2011.
- 9.07 List the community resources and how they are utilized to enrich the program(s).
 The School of Electronics provides for students in the CEET and ELCT programs the following community resources:
- The campus has a Program Advisory Committee (PAC) advising the School of Electronics on how to enhance the interaction with the community and how can students benefit from the resources available in the community;
 - Students in these programs participated in two presentations by guest speakers in the field of electronics;
 - Students in these programs participated in field trips to manufacturing plants of Ajax-Tocco, Duferco Steel, and Delphi;
 - An optional workshop was offered by the School of Electronics over four Saturdays on Emergency Communications and was attended by interested students in the School of Electronics as well as interested engineers and technicians from the community.
- 9.08 Are these resources sufficient?
 Yes No
- 9.09 Reviewed at AAC
- 9.10 Does the catalog and/or other advertising material such as brochures and web site, accurately describe the program and its objectives?
 Yes No
- 9.11 For programs that include practica, externships, or internships, does the institution have a written and mutually signed agreement that outlines the arrangement between the institution and the practicum site, including specific learning objectives, course requirements, and evaluation criteria?

Yes No NA, (these elements are not part of the program or no student is far enough in the program)

9.12 Reviewed at AAC

9.13 Are independent studies used appropriately, and is there a signed contract that meets Council standards?

Yes No NA

9.14 Reviewed at AAC

9.15 Are course prerequisites being followed?

Yes No

9.16 Is an appropriately detailed syllabus on file for each course that includes:

(a) Title and course descriptions

Yes No

(b) Course numbers

Yes No

(c) Course prerequisites and/or corequisites

Yes No

(d) Instructional contact hours/credits

Yes No

(e) Learning objectives

Yes No

(f) Instructional materials and references

Yes No

(g) Topical outline of the course

Yes No

(h) Instructional methods

Yes No

(i) Assessment criteria

Yes No

(j) Method of evaluating students

Yes No

(k) Date the syllabus was last reviewed

Yes No

For campuses participating in Title IV that have lecture courses in credit hour programs or clock-to-credit hour programs only:

(l) Out-of-class work assignments that support the learning objectives for the course

Yes No

(m) A description of the minimum amount of time a student is expected to spend on completion of the work assignments

Yes No

If *No*, insert the section number in parentheses, list the courses, and explain:

(Section 3-1-513(a) and Glossary): Course syllabi do not include, as appropriate, out-of-class work assignments that support the learning objectives for most courses. Although the campus provided samples of some graded homework assignments, the majority of syllabi provided to the team did not indicate that homework or outside assignments were required and homework assignments were not included as any percent of the final grade.

9.17 Do students confirm that they receive a course syllabus and that it is followed?

Yes No

9.18 Are the courses available when needed by the student in the normal pursuit of a program of study?

Yes No

9.19 Was the team able to verify the backup documentation to support the placement rate for the program(s) as reported on the last Campus Accountability Report (formerly AIR) submitted to the Council?

Yes No NA, (there have been no graduates)

How many calls to employers or graduates were attempted?

The new program associate's degree in Electrical Engineering Technology (ELCT) started June 2011 and has no placement data in the CAR. Calls were made to verify placement data for the CEET program.

How many calls to employers or graduates were successful?

There were 8 call made to employers.

How many of the calls where contact was made with employers or graduates confirmed the employment of the graduate as reported on the CAR? Please explain any discrepancy between the number of successful contacts and confirmations.

There were 5 calls completed.

If No, insert "Section 3-1-303(a)" in parentheses and explain:

There were 5 confirmed placements.

9.20 Was documentation on file to verify graduates classified on the CAR as "not available for placement"?

Yes No Not Applicable

9.21 Does the campus participate in Title IV financial aid?

Yes No (*Skip to question 9.24*)

9.22 Does the campus have written documentation of procedures for developing the application of the U.S. Department of Education's definition of a credit hour?

Yes No Not Applicable (Clock hour programs only)

In the "credit hour" section on page 57 of the campus' 2012-2013 catalog, volume 68, the campus policy regarding homework is contained in the "Residence Courses" paragraph.

9.23 Is there evidence that out-of-class work or the equivalency is being evaluated?

Yes No Not Applicable (Clock hour programs only)

If Yes, briefly describe the documentation of evaluation viewed on site.

The team has been provided documentations verifying that out-of-class work is being evaluated.

9.24 Are the following appropriate to adequately support the number and nature of the program?

(a) Facilities

Yes No

(b) Instructional equipment

Yes No

(c) Resources

Yes No

(d) Personnel

Yes No

9.25 Reviewed at AAC

NONDEGREE PROGRAMS, OCCUPATIONAL ASSOCIATE'S, ACADEMIC ASSOCIATE'S, AND BACHELOR'S DEGREES ONLY

9.27 Do the faculty members' qualifications meet the minimum requirements outlined in the Accreditation Criteria, and are their qualifications academically and experientially appropriate to the subject matter they teach and the level of the credential awarded?

Yes No

9.28 Is the size of the faculty appropriate to the total student enrollment?

Yes No

OCCUPATIONAL ASSOCIATE'S, ACADEMIC ASSOCIATE'S, BACHELOR'S AND MASTER'S DEGREES ONLY

- 9.29 Is an adequate core of full- and part-time faculty employed to ensure sound direction and continuity of development for the program?
 Yes No NA, hiring responsibility is at AAC

ACADEMIC ASSOCIATE'S, BACHELOR'S, AND MASTER'S, DEGREES ONLY

- 9.30 Are teaching loads reasonable?
 Yes No

ACADEMIC ASSOCIATE'S DEGREES ONLY

9.38 Reviewed at AAC

9.39 Reviewed at AAC

9.40 Reviewed at AAC

- 9.41 Is enrollment in the second academic year of the two-year program sufficient to support regularly scheduled classes?
 Yes No Not Applicable (no students in the second year)

9.42 Reviewed at AAC

9. PROGRAM EVALUATION

Associate of Science Degree in Nursing

ALL PROGRAMS

- 9.01 See response from AAC
 (a) See response from AAC
 (b) See response from AAC
 (c) See response from AAC
 (d) See response from AAC
- 9.02 Who is assigned to administer the academic program(s), and what are this person's qualifications?
 Ms. Keisha Clark is the chair for the Nursing program at ITT-Youngstown Ohio. She holds an associate of science degree in Nursing from Owens State Community College; a bachelor's of science degree in Biology from Mount Union College; and a master of science degree in Nursing from the University of Phoenix. Ms. Clark has been an instructor at this campus for one year prior to being named as program chair. She has over 10 years of work experience as a staff/charge nurse, nursing instructor and clinical teaching assistant. The team was provided documentation for her credentials and official transcripts.
- 9.03 Does this individual possess appropriate academic or experiential qualifications?
 Yes No
- 9.04 Is there evidence that the program administrator has sufficient authority and responsibility for the administration of the educational program(s)?
 Yes No
- 9.05 Are the time and resources devoted to the administration of the educational program(s) sufficient?
 Yes No
- 9.06 Does the program meet the needs of its students and the requirements of the council as shown by student achievement outcomes which meet or exceed the standards for the following areas:
 (a) Student retention rate of 62%
 Yes No Not applicable (new branch only)
 (b) Student placement rate of 58%
 Yes No Not applicable (new branch only)
- 9.07 List the community resources and how they are utilized to enrich the program(s).
 The Nursing program at ITT Youngstown Ohio has an advisory board that is comprised of members from the medical community and campus faculty that meet twice a year, and several medical sites that are used for student clinical rotations. There have been three field trips to Job and Family Services, Medical Museum at Youngstown State University and Rescue Mission. In addition, two guest speakers are planned for November for NU240, Gerontologic Nursing class. There is a student nursing association on campus that has plans to get involved with the local women's shelter.
- 9.08 Are these resources sufficient?
 Yes No
- 9.09 Reviewed at AAC
- 9.10 Does the catalog and/or other advertising material such as brochures and web site, accurately describe the program and its objectives?
 Yes No
- 9.11 For programs that include practica, externships, or internships, does the institution have a written and mutually signed agreement that outlines the arrangement between the institution and the practicum site, including specific learning objectives, course requirements, and evaluation criteria?
 Yes No
 NA, (these elements are not part of the program or no student is far enough along in the program)
- 9.12 Reviewed at AAC
- 9.13 Are independent studies used appropriately, and is there a signed contract that meets Council standards?
 Yes No NA

- 9.14 Reviewed at AAC
- 9.15 Are course prerequisites being followed?
 Yes No
- 9.16 Is an appropriately detailed syllabus on file for each course that includes:
- (a) Title and course descriptions
 Yes No
- (b) Course numbers
 Yes No
- (c) Course prerequisites and/or corequisites
 Yes No
- (d) Instructional contact hours/credits
 Yes No
- (e) Learning objectives
 Yes No
- (f) Instructional materials and references
 Yes No
- (g) Topical outline of the course
 Yes No
- (h) Instructional methods
 Yes No
- (i) Assessment criteria
 Yes No
- (j) Method of evaluating students
 Yes No
- (k) Date the syllabus was last reviewed
 Yes No

For campuses participating in Title IV that have lecture courses in credit hour programs or clock-to-credit hour programs only:

- (l) Out-of-class work assignments that support the learning objectives for the course
 Yes No
- (m) A description of the minimum amount of time a student is expected to spend on completion of the work assignments
 Yes No

If *No*, insert the section number in parentheses, list the courses, and explain:

(Section 3-1-513(a) and Glossary): Course syllabi do not include, as appropriate, out-of-class work assignments that support the learning objectives for most courses. Although the campus provided samples of some graded homework assignments, the majority of syllabi provided to the team did not indicate that homework or outside assignments were required and homework assignments were not included as any percent of the final grade.

- 9.17 Do students confirm that they receive a course syllabus and that it is followed?
 Yes No
- 9.18 Are the courses available when needed by the student in the normal pursuit of a program of study?
 Yes No
- 9.19 Was the team able to verify the backup documentation to support the placement rate for the program(s) as reported on the last Campus Accountability Report (formerly AIR) submitted to the Council?
 Yes No NA, (there have been no graduates)
- 9.20 Was documentation on file to verify graduates classified on the CAR as “not available for placement”?
 Yes No Not Applicable
- 9.21 Does the campus participate in Title IV financial aid?

Yes No (*Skip to question 9.24*)

9.22 Does the campus have written documentation of procedures for developing the application of the U.S. Department of Education's definition of a credit hour?

Yes No Not Applicable (Clock hour programs only)

In the "credit hour" section on page 57 of the campus' 2012-2013 catalog, volume 68, the campus policy regarding homework is contained in the "Residence Courses" paragraph.

9.23 Is there evidence that out-of-class work or the equivalency is being evaluated?

Yes No Not Applicable (Clock hour programs only)

If Yes, briefly describe the documentation of evaluation viewed on site.

There evidence that out-of-class work or the equivalency is being evaluated in all courses.

9.24 Are the following appropriate to adequately support the number and nature of the program?

(a) Facilities

Yes No

(b) Instructional equipment

Yes No

(c) Resources

Yes No

(d) Personnel

Yes No

9.25 Reviewed at AAC

NONDEGREE PROGRAMS, OCCUPATIONAL ASSOCIATE'S, ACADEMIC ASSOCIATE'S, AND BACHELOR'S DEGREES ONLY

9.27 Do the faculty members' qualifications meet the minimum requirements outlined in the Accreditation Criteria, and are their qualifications academically and experientially appropriate to the subject matter they teach and the level of the credential awarded?

Yes No

9.28 Is the size of the faculty appropriate to the total student enrollment?

Yes No

OCCUPATIONAL ASSOCIATE'S, ACADEMIC ASSOCIATE'S, BACHELOR'S AND MASTER'S DEGREES ONLY

9.29 Is an adequate core of full- and part-time faculty employed to ensure sound direction and continuity of development for the program?

Yes No NA, hiring responsibility is at AAC

ACADEMIC ASSOCIATE'S, BACHELOR'S, AND MASTER'S, DEGREES ONLY

9.30 Are teaching loads reasonable?

Yes No

ACADEMIC ASSOCIATE'S DEGREES ONLY

9.38 Reviewed at AAC

9.39 Reviewed at AAC

9.40 Reviewed at AAC

9.41 Is enrollment in the second academic year of the two-year program sufficient to support regularly scheduled classes?

Yes No Not Applicable (no students in the second year)

9.42 Reviewed at AAC

GENERAL COMMENTS:

The team interviewed 83 current students. They all expressed satisfaction with their faculty and are very pleased with the Nursing chair, Ms. Clark. The team observed 4 Nursing classes in which the instructor demonstrated the knowledge and understanding of the material being presented and interacted in a positive manner with the students.

Recommendation: The team would like to recommend the addition of an electronic charting program such as Sim EMR or any other similar program. The team also recommends a medicine dispensing system such as a Demo Dose or any other similar system. These additions will make the graduates more prepared for today's hospitals and skilled nursing facilities.

9. PROGRAM EVALUATION

**Associate of Applied Business Degree in Business Administration and
Associate of Applied Science Degree in Business Management**

FOR ALL PROGRAMS

- 9.01 See response from AAC
 (a) See response from AAC
 (b) See response from AAC
 (c) See response from AAC
 (d) See response from AAC
- 9.02 Who is assigned to administer the academic program(s), and what are this person's qualifications?
 Mr. D. Albert Rouan, chair of the School of Business, was hired by ITT Technical Institute in September of 2012 and is assigned to administer the two business programs at the Youngstown campus. He also serves as chair of the Drafting and Design programs. He holds an associate's degree in Civil and Construction Engineering Technology; a bachelor's degree in Civil Engineering Technology; and a master's degree in Business Management and Leadership from Thomas Edison State College in Trenton, New Jersey. Mr. Rouan is pursuing a doctorate of business administration degree in Public Administration from Northcentral University in Prescott Valley, Arizona. For the past five years, he has taught graduate Business courses for the University of Phoenix. He has also worked as a civil engineer in leadership positions in county and state governments as a director of planning and zoning, fiscal officer, and director of administration for over 20 years. He holds a current professional licensure from the American Institute of Certified Planners (AICP) and is a member of the American Planning Association (APA).
- 9.03 Does this individual possess appropriate academic or experiential qualifications?
 Yes No
- 9.04 Is there evidence that the program administrator has sufficient authority and responsibility for the administration of the educational program(s)?
 Yes No
- 9.05 Are the time and resources devoted to the administration of the educational program(s) sufficient?
 Yes No
- 9.06 Does the program meet the needs of its students and the requirements of the council as shown by student achievement outcomes which meet or exceed the standards for the following areas:
 (a) Student retention rate of 62%
 Yes No Not applicable (new program only)
 (b) Student placement rate of 58%
 Yes No Not applicable (new program only)
- 9.07 List the community resources and how they are utilized to enrich the program(s).
 The Business instructors utilize guest speakers, field trips, and a PAC to enhance the Business programs. Guest speakers used included a regional marketing director for Borders Bookstores and a local businessperson who spoke on time management practices and techniques needed in today's workplace. Field trips have been conducted to the Youngstown Business Incubator located in the greater Mahoning Valley, a technical energy expo, and a business training seminar. The campus also utilizes a Business PAC to provide feedback and suggestions from local business representatives relative to the programs of study offered and being considered in business.
- 9.08 Are these resources sufficient?
 Yes No
- 9.09 Reviewed at AAC
- 9.10 Does the catalog and/or other advertising material such as brochures and web site, accurately describe the program and its objectives?
 Yes No
- 9.11 For programs that include practica, externships, or internships, does the institution have a written and mutually signed agreement that outlines the arrangement between the institution and the practicum site, including specific learning objectives, course requirements, and evaluation criteria?
 Yes No NA, (these elements are not part of the program or no student is far enough in the program)

9.12 Reviewed at AAC

9.13 Are independent studies used appropriately, and is there a signed contract that meets Council standards?
 Yes No NA

9.14 Reviewed at AAC

9.15 Are course prerequisites being followed?
 Yes No

9.16 Is an appropriately detailed syllabus on file for each course that includes:

(a) Title and course descriptions

Yes No

(b) Course numbers

Yes No

(c) Course prerequisites and/or corequisites

Yes No

(d) Instructional contact hours/credits

Yes No

(e) Learning objectives

Yes No

(f) Instructional materials and references

Yes No

(g) Topical outline of the course

Yes No

(h) Instructional methods

Yes No

(i) Assessment criteria

Yes No

(j) Method of evaluating students

Yes No

(k) Date the syllabus was last reviewed

Yes No

For campuses participating in Title IV that have lecture courses in credit hour programs or clock-to-credit hour programs only:

(l) Out-of-class work assignments that support the learning objectives for the course

Yes No

(m) A description of the minimum amount of time a student is expected to spend on completion of the work assignments

Yes No

If *No*, insert the section number in parentheses, list the courses, and explain:

(Section 3-1-513(a) and Glossary): Course syllabi do not include, as appropriate, out-of-class work assignments that support the learning objectives for most courses. Although the campus provided samples of some graded homework assignments, the majority of syllabi provided to the team did not indicate that homework or outside assignments were required and homework assignments were not included as any percent of the final grade.

9.17 Do students confirm that they receive a course syllabus and that it is followed?
 Yes No

9.18 Are the courses available when needed by the student in the normal pursuit of a program of study?
 Yes No

9.19 Was the team able to verify the backup documentation to support the placement rate for the program(s) as reported on the last Campus Accountability Report (formerly AIR) submitted to the Council?
 Yes No NA, (there have been no graduates)

How many calls to employers or graduates were attempted?

There were no graduates from the associate's degree program in Business Management reported on the 2011 CAR.

Eight telephone calls were made to validate the placement data for graduates in the Business Administration associate's degree program submitted on the 2011 CAR.

How many calls to employers or graduates were successful?

Five of the eight attempted calls to employers were successful.

How many of the calls where contact was made with employers or graduates confirmed the employment of the graduate as reported on the CAR? Please explain any discrepancy between the number of successful contacts and confirmations.

The five successful contacts with employers confirmed the employment of the associate's degree graduates in Business Administration reported on the 2011 CAR.

- 9.20 Was documentation on file to verify graduates classified on the CAR as "not available for placement"?
- Yes No Not Applicable

- 9.21 Does the campus participate in Title IV financial aid?
- Yes No (*Skip to question 9.24*)

- 9.22 Does the campus have written documentation of procedures for developing the application of the U.S. Department of Education's definition of a credit hour?
- Yes No Not Applicable (Clock hour programs only)

In the "credit hour" section on page 57 of the campus' 2012-2013 catalog, volume 68, the campus policy regarding homework is contained in the "Residence Courses" paragraph.

- 9.23 Is there evidence that out-of-class work or the equivalency is being evaluated?
- Yes No Not Applicable (Clock hour programs only)

If *No*, insert the section number in parentheses and explain:

There is evidence that out-of-class work or the equivalency is being evaluated in all courses.

- 9.24 Are the following appropriate to adequately support the number and nature of the program?
- (a) Facilities
 Yes No
- (b) Instructional equipment
 Yes No
- (c) Resources
 Yes No
- (d) Personnel
 Yes No

- 9.25 Reviewed at AAC

FOR ACADEMIC ASSOCIATE'S DEGREES ONLY

- 9.27 Do the faculty members' qualifications meet the minimum requirements outlined in the Accreditation Criteria, and are their qualifications academically and experientially appropriate to the subject matter they teach and the level of the credential awarded?
- Yes No
- 9.28 Is the size of the faculty appropriate to the total student enrollment?
- Yes No
- 9.29 Is an adequate core of full- and part-time faculty employed to ensure sound direction and continuity of development for the program?
- Yes No NA, hiring responsibility is at AAC

- 9.30 Are teaching loads reasonable?
 Yes No
- 9.38 Reviewed at AAC
- 9.39 Reviewed at AAC
- 9.40 Reviewed at AAC
- 9.41 Is enrollment in the second academic year of the two-year program sufficient to support regularly scheduled classes?
 Yes No Not Applicable (no students in the second year)
- 9.42 Reviewed at AAC

9. PROGRAM EVALUATION

Academic Associate of Applied Science in Drafting and Design Technology
Academic Associate of Applied Science in Computer Drafting and Design

ALL PROGRAMS

- 9.01 See response from AAC
 (a) See response from AAC
 (b) See response from AAC
 (c) See response from AAC
 (d) See response from AAC

If No for this campus, does the Campus Effectiveness Plan (CEP) include an improvement plan for this program with data, analysis and activities to meet or exceed Council requirements?

Yes No

- 9.02 Who is assigned to administer the academic program(s), and what are this person's qualifications?
 Mr. David Rouan is assigned to administer the associate's program in Drafting and Design Technology, and the associate's program in Computer Drafting and Design. Mr. Rouan holds a bachelor's in Applied Science and Technology and a master's degree in Management from Thomas Edison State College. Additionally, Mr. Rouan is ABD pursuing a doctorate in Business Administration from Northcentral University. To complement the educational background, Mr Rouan has 19 years experience as fiscal officer for Weathersfield Township; 2 years as director of administration and governmental affairs for Trumbull County, Ohio; and 4 years as associate faculty member - online campus for the University of Phoenix. The educational foundation and diversity in work experience provides Mr. Rouan with excellent qualifications to administer these programs.

- 9.03 Does this individual possess appropriate academic or experiential qualifications?
 Yes No

- 9.04 Is there evidence that the program administrator has sufficient authority and responsibility for the administration of the educational program(s)?
 Yes No

- 9.05 Are the time and resources devoted to the administration of the educational program(s) sufficient?
 Yes No

- 9.06 Does the program meet the needs of its students and the requirements of the council as shown by student achievement outcomes which meet or exceed the standards for the following areas:

(a) Student retention rate of 62%
 Yes No Not applicable (new branch only)

(b) Student placement rate of 58%
 Yes No Not applicable (new branch only)

- 9.07 List the community resources and how they are utilized to enrich the program(s).
 The school of Drafting and Design Technology and Computer Drafting and Design plans to utilize both guest speakers and field trips to augment the programs in the coming year. This year Mr. Wade Smith spoke to the GS1145, Strategies for the Technical Professional, about effective time management. In addition, there have been 2 Advisory Committee meetings this year. These types of activities significantly enrich the programs' effectiveness.

- 9.08 Are these resources sufficient?
 Yes No

- 9.09 Reviewed at AAC

- 9.10 Does the catalog and/or other advertising material such as brochures and web site, accurately describe the program and its objectives?
 Yes No

- 9.11 For programs that include practica, externships, or internships, does the institution have a written and mutually signed agreement that outlines the arrangement between the institution and the practicum site, including specific learning objectives, course requirements, and evaluation criteria?
 Yes No NA, (these elements are not part of the program or no student is far enough in the program)

9.12 Reviewed at AAC

9.13 Are independent studies used appropriately, and is there a signed contract that meets Council standards?
 Yes No NA

9.14 Reviewed at AAC

9.15 Are course prerequisites being followed?
 Yes No

9.16 Is an appropriately detailed syllabus on file for each course that includes:

(a) Title and course descriptions

Yes No

(b) Course numbers

Yes No

(c) Course prerequisites and/or corequisites

Yes No

(d) Instructional contact hours/credits

Yes No

(e) Learning objectives

Yes No

(f) Instructional materials and references

Yes No

(g) Topical outline of the course

Yes No

(h) Instructional methods

Yes No

(i) Assessment criteria

Yes No

(j) Method of evaluating students

Yes No

(k) Date the syllabus was last reviewed

Yes No

For campuses participating in Title IV that have lecture courses in credit hour programs or clock-to-credit hour programs only:

(l) Out-of-class work assignments that support the learning objectives for the course

Yes No

(m) A description of the minimum amount of time a student is expected to spend on completion of the work assignments

Yes No

If *No*, insert the section number in parentheses, list the courses, and explain:

(Section 3-1-513(a) and Glossary): Course syllabi do not include, as appropriate, out-of-class work assignments that support the learning objectives for most courses. Although the campus provided samples of some graded homework assignments, the majority of syllabi provided to the team did not indicate that homework or outside assignments were required and homework assignments were not included as any percent of the final grade.

9.17 Do students confirm that they receive a course syllabus and that it is followed?
 Yes No

9.18 Are the courses available when needed by the student in the normal pursuit of a program of study?
 Yes No

9.19 Was the team able to verify the backup documentation to support the placement rate for the program(s) as reported on the last Campus Accountability Report (formerly AIR) submitted to the Council?
 Yes No NA, (there have been no graduates)

How many calls to employers or graduates were attempted?
Four employers of graduates were called.

How many calls to employers or graduates were successful?
All four of the calls were successful contacts.

How many of the calls where contact was made with employers or graduates confirmed the employment of the graduate as reported on the CAR? Please explain any discrepancy between the number of successful contacts and confirmations.
All four calls verified graduate employment.

9.20 Was documentation on file to verify graduates classified on the CAR as “not available for placement”?
 Yes No Not Applicable

9.21 Does the campus participate in Title IV financial aid?
 Yes No (*Skip to question 9.24*)

9.22 Does the campus have written documentation of procedures for developing the application of the U.S. Department of Education’s definition of a credit hour?
 Yes No Not Applicable (Clock hour programs only)

In the "credit hour" section on page 57 of the campus' 2012-2013 catalog, volume 68, the campus policy regarding homework is contained in the "Residence Courses" paragraph.

9.23 Is there evidence that out-of-class work or the equivalency is being evaluated?
 Yes No Not Applicable (Clock hour programs only)

If *No*, insert the section number in parentheses and explain:

(Section 3-1-513(a) and Glossary): Course syllabi do not include, as appropriate, out-of-class work assignments that support the learning objectives for most courses. Although the campus provided samples of some graded homework assignments, the majority of syllabi provided to the team did not indicate that homework or outside assignments were required and homework assignments were not included as any percent of the final grade.

9.24 Are the following appropriate to adequately support the number and nature of the program?

(a) Facilities

Yes No

(b) Instructional equipment

Yes No

(c) Resources

Yes No

(d) Personnel

Yes No

9.25 Reviewed at AAC

NONDEGREE PROGRAMS, OCCUPATIONAL ASSOCIATE’S, ACADEMIC ASSOCIATE’S, AND BACHELOR’S DEGREES ONLY

9.27 Do the faculty members’ qualifications meet the minimum requirements outlined in the Accreditation Criteria, and are their qualifications academically and experientially appropriate to the subject matter they teach and the level of the credential awarded?
 Yes No

9.28 Is the size of the faculty appropriate to the total student enrollment?
 Yes No

OCCUPATIONAL ASSOCIATE’S, ACADEMIC ASSOCIATE’S, BACHELOR’S AND MASTER’S DEGREES ONLY

- 9.29 Is an adequate core of full- and part-time faculty employed to ensure sound direction and continuity of development for the program?
 Yes No NA, hiring responsibility is at AAC

ACADEMIC ASSOCIATE'S, BACHELOR'S, AND MASTER'S, DEGREES ONLY

- 9.30 Are teaching loads reasonable?
 Yes No

ACADEMIC ASSOCIATE'S DEGREES ONLY

- 9.38 Reviewed at AAC
- 9.39 Reviewed at AAC
- 9.40 Reviewed at AAC
- 9.41 Is enrollment in the second academic year of the two-year program sufficient to support regularly scheduled classes?
 Yes No Not Applicable (no students in the second year)
- 9.42 Reviewed at AAC

9. PROGRAM EVALUATION

Associate of Applied Science degree in Graphic Communications and Design
Associate of Applied Science degree in Visual Communications

ALL PROGRAMS

- 9.01 See response from AAC
 (a) See response from AAC
 (b) See response from AAC
 (c) See response from AAC
 (d) See response from AAC
- 9.02 Who is assigned to administer the academic program(s), and what are this person's qualifications?
 Mr. David Rouan is program chair of Visual Communications and Graphic Communications and Design at the ITT Youngstown campus. He has been in this position for approximately five weeks. Mr. Rouan holds three degrees from Thomas Edison University State College: an associate's degree in Civil and Construction Engineering Technology, a bachelor's degree in Civil Engineering Technology, and a master's degree in Management. He is currently in the final stages of completing a doctorate in Business Administration from Northcentral University in Prescott, Arizona with an expected completion of late 2012. Mr. Rouan has an extensive professional background in local and regional road construction for county government. He has membership in the professional organization American Planning Association (APA) and is licensed by the American Institute of Certified Planners (AICP). As program chair, he oversees one full-time and two part-time instructors in the Visual Communications and the Graphic Communications Design programs.
- Technical subject matter expert in the Visual Communications and Graphic Design programs is full-time instructor Mr. Nicholas Barbush. Mr. Barbush has been at the campus for approximately four and one-half years with two years as lead instructor. He holds a bachelor's degree in Media Arts and Animation from the Art Institute of Pittsburgh. His field of expertise is in the areas of graphic design/animation, 3D Studio Max and CS 5.
- 9.03 Does this individual possess appropriate academic or experiential qualifications?
 Yes No
- 9.04 Is there evidence that the program administrator has sufficient authority and responsibility for the administration of the educational program(s)?
 Yes No
- 9.05 Are the time and resources devoted to the administration of the educational program(s) sufficient?
 Yes No
- 9.06 Does the program meet the needs of its students and the requirements of the council as shown by student achievement outcomes which meet or exceed the standards for the following areas:
 (a) Student retention rate of 62%
 Yes No Not applicable (new branch only)
 (b) Student placement rate of 58%
 Yes No Not applicable (new branch only)
- If No for either item or if the data is not available, does the Campus Effectiveness Plan (CEP) include data, analysis and activities to meet or exceed the relevant standard:
 Yes No
- 9.07 List the community resources and how they are utilized to enrich the program(s).
 The campus invites speakers from design firms and there are also planned field trips to various locations that feature design studio and professional working situations in the corporate visual communications area to enrich the programs at the ITT Youngstown campus. The program advisory committee is made up of members from various aspects of the local design community. They meet twice a year to make suggestions and recommendations to faculty about improvement of the educational experience for the students. Once a year, a portfolio review night is held at the campus for professionals to come to review student work and network with students about professional job opportunities in the area. Students in the past have found career entry level employment at local television stations in producing commercials, broadcast graphics and design and other media-focused businesses such as Accent Media.
- 9.08 Are these resources sufficient?

Yes No

9.09 Reviewed at AAC

9.10 Does the catalog and/or other advertising material such as brochures and web site, accurately describe the program and its objectives?

Yes No

9.11 For programs that include practica, externships, or internships, does the institution have a written and mutually signed agreement that outlines the arrangement between the institution and the practicum site, including specific learning objectives, course requirements, and evaluation criteria?

Yes No NA, (these elements are not part of the program or no student is far enough in the program)

9.12 Reviewed at AAC

9.13 Are independent studies used appropriately, and is there a signed contract that meets Council standards?

Yes No NA

9.14 Reviewed at AAC

9.15 Are course prerequisites being followed?

Yes No

9.16 Is an appropriately detailed syllabus on file for each course that includes:

(a) Title and course descriptions

Yes No

(b) Course numbers

Yes No

(c) Course prerequisites and/or corequisites

Yes No

(d) Instructional contact hours/credits

Yes No

(e) Learning objectives

Yes No

(f) Instructional materials and references

Yes No

(g) Topical outline of the course

Yes No

(h) Instructional methods

Yes No

(i) Assessment criteria

Yes No

(j) Method of evaluating students

Yes No

(k) Date the syllabus was last reviewed

Yes No

For campuses participating in Title IV that have lecture courses in credit hour programs or clock-to-credit hour programs only:

(l) Out-of-class work assignments that support the learning objectives for the course

Yes No

(m) A description of the minimum amount of time a student is expected to spend on completion of the work assignments

Yes No

If *No*, insert the section number in parentheses, list the courses, and explain:

(Section 3-1-513(a) and Glossary): Course syllabi do not include, as appropriate, out-of-class work assignments that support the learning objectives for most courses. Although the campus provided samples of some graded homework assignments, the majority of syllabi provided to the team did not indicate that homework or outside assignments were required and homework

assignments were not included as any percent of the final grade.

9.17 Do students confirm that they receive a course syllabus and that it is followed?

Yes No

9.18 Are the courses available when needed by the student in the normal pursuit of a program of study?

Yes No

9.19 Was the team able to verify the backup documentation to support the placement rate for the program(s) as reported on the last Campus Accountability Report (formerly AIR) submitted to the Council?

Yes No NA, (there have been no graduates)

How many calls to employers or graduates were attempted?

The following number of calls was made to employers for the following programs:

Visual Communications program - 8

There were no graduates/placements during the corresponding CAR period in the Graphics Communications Design program.

How many calls to employers or graduates were successful?

In the Visual Communications program, 6 calls were successful.

How many of the calls where contact was made with employers or graduates confirmed the employment of the graduate as reported on the CAR? Please explain any discrepancy between the number of successful contacts and confirmations.

In the Visual Communications program, 6 calls confirmed the employment of the graduate as reported on the CAR.

9.20 Was documentation on file to verify graduates classified on the CAR as “not available for placement”?

Yes No Not Applicable

9.21 Does the campus participate in Title IV financial aid?

Yes No (Skip to question 9.24)

9.22 Does the campus have written documentation of procedures for developing the application of the U.S. Department of Education’s definition of a credit hour?

Yes No Not Applicable (Clock hour programs only)

If Yes, briefly describe the procedures.

On page 57 of the ITT 2012-2013 catalog volume 68, the following is stated: In all courses, other than those taken through directed independent study, a quarter credit hour represents: (a) at least 10 clock hours of classroom activities and at least 20 clock hours of outside preparation; (b) at least 20 clock hours of laboratory activities; or (c) at least 30 clock hours of externship or practicum or clinical component. A clock hour is 50 minutes.

9.23 Is there evidence that out-of-class work or the equivalency is being evaluated?

Yes No Not Applicable (Clock hour programs only)

If Yes, briefly describe the documentation of evaluation viewed on site.

The team was presented examples of homework that was graded and evaluated by the instructor. The samples were typical visual assignments for various projects of animation, type design, graphic design and composition layout. The assignments were returned to the students with grades and notes of assessment of the projects.

9.24 Are the following appropriate to adequately support the number and nature of the program?

(a) Facilities

Yes No

(b) Instructional equipment

Yes No

(c) Resources

Yes No

- (d) Personnel
 Yes No

9.25 Reviewed at AAC

NONDEGREE PROGRAMS, OCCUPATIONAL ASSOCIATE'S, ACADEMIC ASSOCIATE'S, AND BACHELOR'S DEGREES ONLY

9.27 Do the faculty members' qualifications meet the minimum requirements outlined in the Accreditation Criteria, and are their qualifications academically and experientially appropriate to the subject matter they teach and the level of the credential awarded?

- Yes No

9.28 Is the size of the faculty appropriate to the total student enrollment?

- Yes No

OCCUPATIONAL ASSOCIATE'S, ACADEMIC ASSOCIATE'S, BACHELOR'S AND MASTER'S DEGREES ONLY

9.29 Is an adequate core of full- and part-time faculty employed to ensure sound direction and continuity of development for the program?

- Yes No NA, hiring responsibility is at AAC

ACADEMIC ASSOCIATE'S, BACHELOR'S, AND MASTER'S, DEGREES ONLY

9.30 Are teaching loads reasonable?

- Yes No

ACADEMIC ASSOCIATE'S DEGREES ONLY

9.38 Reviewed at AAC

9.39 Reviewed at AAC

9.40 Reviewed at AAC

9.41 Is enrollment in the second academic year of the two-year program sufficient to support regularly scheduled classes?

- Yes No Not Applicable (no students in the second year)

9.42 Reviewed at AAC

GENERAL COMMENTS:

The team reviewed four student portfolios and found them to qualify visually for suitable representation for entry into the work force. The portfolios, of both past and present students, represented areas of animation, logo design, cinematic layout and production design, green screen shooting, web design and type compositing. The display case in the main hallway continually shows demo reels of previous graduates in an ongoing loop for students and visitors to the campus to see.

SUMMARY

The institution is not in compliance with the *Accreditation Criteria* in the following areas:

Citation	Summary Statement (followed by report page number)
3-1-513(a) and Glossary	Course syllabi do not include, as appropriate, out-of-class work assignment (pages 29, 33, 37, 41, 45, 49, 50 & 54)

RECOMMENDATIONS:

The team recommends that more attention be given to the grammar and spelling that students use in the presentation of their

portfolios. The team found multiple misspelled words, capitalization errors and grammatically incorrect sentence structures in some portfolio presentations.



November 2, 2012

Evaluation Team Report – New Grant Evaluation Report

Main Campus ID: 00016040

ID for Campus Visited: 00021681

Staff Contact: Ian Harazduk – Phone: (202) 336-6795

Application ID: 14774

VISIT RESPONSE DUE DATE: November 12, 2012

Mr. David Roustio
Director
ITT Technical Institute
9150 East 41st Terrace,
Kansas City, MO 64133
Institutional Email Address: Regulatory029@itt-tech.edu

Dear Mr. Roustio:

A copy of the report prepared by the Council's evaluation team that recently visited your institution is attached. The council invites you to respond to this report before it takes formal action on your institution's application for accreditation. This response must be submitted via your online application. The Council offers the institution ten days to formally respond to the report; therefore, your response should be uploaded by the date indicated above.

Visit Response

Your response should pertain to the entire report. The enclosed document, "Preparing the Institutional Response" provides suggestions for developing your response. Please include information on any significant changes that have taken place at the institution since the site visit.

We look forward to receiving your response to this report. You will be notified in writing of the Council's decision following its next meeting.

Web-Based Submission of Institutional Response

Effective September, 2011, ACICS has implemented a Web-based submission process for all school visit responses. The campus response to areas of non-compliance (citation, or "cite") must be uploaded under the application ID number associated with the visit. Each area of non-compliance must include a narrative and supporting documentation (if applicable). If supporting documentation covers more than one area of non-compliance, the campus is required to duplicate the documentation and upload it to each area of non-compliance.

Submission of a current catalog need only be uploaded once and only if referenced in the response. If you have any questions, please send your inquiry to Ian Harazduk at iharazduk@acics.org.

Process:

Once the campus logs on to the ACICS membership Web site, go to the In Process Applications link, select the application name and ID. The tasks created for school responses to a visit will be displayed. Select a *Response* task and upload the corresponding document(s).

IMPORTANT: *Document Labels*

Each response document **must** include the task in the file name.

Example: the file name for a document submitted to satisfy Response: **Cite 1 Narrative** task could be ***Cite 1 Narrative [document name]***.

Single submissions that consist of multiple documents must be combined into one document before uploading.

This procedure is consistent with the method used to submit multiple syllabi and faculty and administrative staff summary sheets.

Response Tasks

Below is the format for *Response* tasks. Each visit type will have a standard amount of visit *Response* tasks.

Upload your responses in sequential order, beginning with “Response: Cite 1...” and ignore tasks that exceed your visit response requirement.

Response: Current Catalog
Response: Cite 1 Narrative
Response: Cite 1 Supporting Document(s)
Response: Cite 2 Narrative
Response: Cite 2 Supporting Document(s)
Response: Cite 3 Narrative
Response: Cite 3 Supporting Document(s)
Response: Cite 4 Narrative
Response: Cite 4 Supporting Document(s)

Sincerely

Earline Simons-Bullock

Campus Services/Executive Assistant
Campus Development Department

Enclosures

NEW GRANT

**ITT Technical Institute
9159 East 41st Terrace
Kansas City, MO 64133
ACICS ID Code: 00021681**

Dr. Dave Roustio, Campus Director (DRoustio@itt-tech.edu)

CAMPUS E-MAIL (Regulatory029@itttech.edu)

**MAIN CAMPUS
9511 Angola Court
Indianapolis, IN 46268
ACICS ID Code: 00016040**

October 11-12, 2012

Mrs. Jan M. Gordon	Chair	Spencerian College	Louisville, KY
Ms. Maura K. Wilson	Student Relations Specialist	Flagler College, Retired	Albany, OR
Mr. Glen E. Miller	Educational Activities	Southwestern College	Cincinnati, OH
Mr. Keith W. Reed	Project/Business Management Specialist	Lincoln College of Technology	Maineville, OH
Mr. William P. Fox	Criminal Justice Specialist	Retired	Lake City, PA
Ms. Kimberly Mears	Paralegal Specialist	University Medical Center	Las Vegas, NV
Mr. Harold B. Grimes	Construction Specialist	Redstone College	Federal Heights, CO
Dr. Norbert Joseph Thomas	Graphic / Visual Communications / Software Development Specialist	Winona State University	Clear Lake, IA
Dr. David Pak	Network Administrative Specialist	Ivy Christian College	Ashburn, VA
Mr. Timothy A. Peterson	Electronics Specialist	Brown College, Retired	Minneapolis, MN
Mr. Robert Mitchell	Computer Drafting / Drafting and Design Specialist	Sullivan College of Technology & Design	Louisville, KY
Ms. Lisa Bynoe	ACICS Staff Representative	Associate Professor of Business	Charlotte, NC

PROGRAMS OFFERED BY

ITT Technical Institute 00021681

Kansas City, MO

CREDENTIAL EARNED (Certificate, Diploma, Occupational Associate's, Academic Associate's, Bachelor's, Master's, or Doctoral)	APPROVED PROGRAM TITLE	CLOCK HRS.	QTR. HRS.	ENROLL: FT (full- time) / PT (part- time)	AIR RETENTION & PLACEMENT			
					2011		2010	
					Ret.	Pla.	Ret.	Pla.
Academic Associate's	Business Management	1020	90	10/4	N/A	N/A	N/A	N/A
Bachelor's	**Business Management	1860	180	N/A	N/A	N/A	N/A	N/A
Bachelor's	Project Management Administration	1940	180	5/0	N/A	N/A	N/A	N/A
Bachelor's	Project Management Administration- Construction	1940	180	6/0	N/A	N/A	N/A	N/A
Bachelor's	Project Management Administration- Information Technology	1940	180	1/0	N/A	N/A	N/A	N/A
Academic Associate's	Criminology and Forensic Technology	981	90	29/7	N/A	N/A	N/A	N/A
Academic Associate's	Criminal Justice	1020	96	18/9	68.0%	84.6%	54.97%	100%
Academic Associate's	**Paralegal	981	90	N/A	N/A	N/A	N/A	N/A
Academic Associate's	Paralegal Studies	1030	96	2/1	51.4%	N/A	75%	N/A
Bachelor's	Criminal Justice	1880	180	18/9	79.6%	58.8%	84.29%	76.47%
Academic Associate's	Computer Drafting and Design	1140	96	19/1	70.3%	69.0%	71.65%	81.25%
Academic Associate's	Drafting and Design Technology	1058	90	16/7	N/A	N/A	N/A	N/A
Academic Associate's	Graphic Communications and Design	1058	90	28/8	N/A	N/A	N/A	N/A
Academic Associate's	Visual Communications	1120	96	12/3	64.1%	N/A	77.78%	N/A
Bachelor's	Construction Management	2090	180	0/1	84.6%	50%	64.29%	N/A
Academic Associate's	Computer and Electronics Engineering Technology	1120	96	16/8	62%	91.7%	70.7%	95.5%
Academic Associate's	Electrical Engineering Technology	1058	90	49/7	N/A	N/A	N/A	N/A

Bachelor's	Electrical and Communications Engineering and Technology	2100	180	12/2	93.8%	44.4%	88%	100%
Bachelor's	Electrical Engineering and Communications Technology	2149	180	6/2	N/A	N/A	N/A	N/A
Academic Associate's	Information Technology-Computer Network Systems	1120	96	28/11	80.4%	80.2%	77.3%	81%
Academic Associate's	Network Systems Administration	1058	90	64/19	N/A	N/A	N/A	N/A
Academic Associate's	**Software Development Technology	1120	96	0/0	61%	0%	90.3%	N/A
Bachelor's	Information Systems and Cybersecurity	2164	180	37/5	N/A	N/A	N/A	N/A
Bachelor's	Information Systems Security	2080	180	31/3	81.7%	90.5%	86.5%	100%
Bachelor's	**Software Applications Development	2090	180	0/0	N/A	N/A	N/A	N/A
Bachelor's	**Project Management	2040	180	0/0	84.6%	33.3%	90.5%	N/A
TOTAL ENROLLMENT				491				

Notes: Type in bold any retention rate below 60.0% and any placement rate below 65.0%. Delete either *Sem.* or *Qtr.* in the column 3 heading. Add or delete rows as needed.

****Programs with No Enrollment:**

Bachelor's degree in Business Management and associate's degree in Paralegal Studies has not been offered at this location as of this date. Associate's degree in Software Development Technology is being taught out. There are no current enrollments as of the start of the current quarter. The institution will assess interest in re-entries and consider surrendering the program. Bachelor's of science degree in Software Applications Development has been surrendered.

Please use this page to give an overall narrative of the institution and to explain any extenuating circumstances.

The ITT Technical Institute in Kansas City, MO is part of a nationwide system of colleges. The school currently offers academic associate degree programs and bachelor degree programs in several areas of study: project/ business management, criminal justice, computer drafting and design, computer and electronic engineering, paralegal, electronic engineering, graphic communications, computer network systems, visual communications, construction management, and information systems. ITT Technical Institute is owned and operated by ITT Educational Services, Inc. (ITT/ESI), a private college system focused on technology-oriented programs of study. ITT/ESI operates more than 125 ITT Technical Institutes in 37 states, which provide career-focused degree programs to more than 80,000 students. Headquartered in Carmel, Indiana, ITT/ESI has been actively involved in the higher education community in the United States since 1969. ITT Technical Institute Kansas City, MO opened in 2004 and moved to its current location in 2006. The school maintains approval to operate from the Missouri Department of Higher Education. The current demographics of the campus include a 20 percent female population and a 80 percent male population with 34 percent comprised of Caucasian or white, non-Hispanic; 14 percent of the population is African-American or black, non-Hispanic; 4 percent Hispanic, Asian or pacific islander and 48 percent undisclosed. The campus has a current population of 491 students with the largest program being the academic associate's degree in Network Systems with 83 students. The majority of the students attend during evening classes.

1. MISSION

- 1.01 Response submitted by Academic Administrative Center
- 1.02 Response submitted by Academic Administrative Center
- 1.03 Response submitted by Academic Administrative Center
- 1.04 Response submitted by Academic Administrative Center
- 1.05 Are the mission statement and supporting objectives appropriately disclosed in the campus catalog and in other publications that are readily available and understandable to the public?
 Yes No
- 1.06 Is the campus committed to successful implementation of its mission?
 Yes No

INSTITUTIONAL EFFECTIVENESS

- 1.07 Does the campus have a current Campus Effectiveness Plan (CEP)?
 Yes No
- 1.08 Does the campus have its own CEP, separate from the institution's IEP?
 Yes No
- 1.09 Does the CEP describe the following?
 The characteristics of the programs offered.
 Yes No
 The characteristics of the student population.
 Yes No
 The types of data that will be used for assessment.
 Yes No
 Specific goals to improve the educational processes.
 Yes No
 Expected outcomes of the plans.
 Yes No
- 1.10 Are the following five required elements evaluated in the CEP?
 Student retention.
 Yes No
 Student placement.
 Yes No Not Applicable (new branch only)
 Level of graduate satisfaction.
 Yes No Not Applicable (new branch only)
 Level of employer satisfaction.
 Yes No Not Applicable (new branch only)
 Student learning outcomes.
 Yes No

- 1.11 Describe the student learning outcomes used by the campus in each program and how these outcomes are being assessed.

Academic benchmarks have been established within each program to ascertain that students comprehend the concepts and understand the practical functions to be performed.

Capstone course grades and outcomes assessment (from capstone rubrics) are indicators of program success or failure. Review of capstone courses is considered essential as part of assessing student learning outcomes. It is the objective of each capstone course that program expertise be clearly evidenced. Many of the ITT Technical Institute programs utilize a capstone course to solidify the student's overall learning process and to determine the level of the student's understanding of the program objectives. Beginning in 2009, the dean began tracking class average grades for capstone courses. This will develop a history of data to be used for analyzing student learning outcomes in future CEPs. Assessment of student learning extends beyond grades, and those measures are included in the campus' overall assessment of a program's success or its deficiencies. Additional tools for assessment include student surveys, faculty feedback, advisory committee feedback, student success, and student engagement. Student engagement is measured by student attendance and the ability to complete program courses. Employers are another resource in measuring the graduate's knowledge and determining the level of learning outcomes. In order to monitor the success level of training efforts, the institute surveys employers to obtain their opinion and input in determining success.

- 1.12 Are the following identified and described in the CEP?

The baseline data for each outcome.

Yes No Not Applicable

The data used by the campus to assess each outcome.

Yes No Not Applicable

How the data was collected.

Yes No Not Applicable

An analysis and summary of the data collected and an explanation of how the data will be used to improve the educational processes.

Yes No Not Applicable

- 1.13 Has the campus published annual placement and retention goals in its CEP that take into account its rates from the last three Campus Accountability (previously referred to as AIR) Reports and that demonstrate its ability to maintain or improve retention and placement outcomes?

Yes No

- 1.14 Has the campus published specific activities that will be undertaken to meet placement and retention goals?

Yes No

- 1.15 Describe the specific activities that the campus will undertake to meet these goals.

The following activities are being implemented to improve placement:

* Career services will identify more opportunities in the areas with lower placement by thoroughly leveraging existing contacts and finding new contacts;

* Career services will continue to monitor the employment status of graduating students;

* Career services will work with employed graduates to establish relationships with employer;

* A career services specialist is assigned to contact and work with graduates weekly and will provide frequent updates on job openings.

The following activities are being implemented to improve retention:

* Students needing additional one-on-one attention will have increased tutoring opportunities with expanded office hours and open lab times;

* Recruitment representatives will be notified when students do not attend class and will call the student to encourage them to return to class;

* Students receiving grades of D or F will be contacted weekly by their instructor;

- * School academic chairs will conduct one-on-one follow-up advising with quarter one students after the term begins;
- * School chairs will assist with teaching initial classes in an attempt to improve student success.

1.16 Does the campus have documentation to show the following?

- (a) That the IEP has been implemented.
 Yes No
- (b) That specific activities listed in the plan have been completed.
 Yes No
- (c) That periodic progress reports have been completed.
 Yes No

1.17 Who is responsible for implementing and monitoring the CEP? Describe this individual's qualifications. If a committee is utilized please describe the committee.

The CEP is developed, reviewed, analyzed, maintained, and monitored by a campus steering team. The CEP team consists of the director, dean, associate dean, director of finance, director of recruitment, director of career services, registrar, school chairs and faculty representatives from each school of study. The functional directors work within their departmental teams to perform the actions included in the CEP. The campus director, Mr. David Roustio, has the ultimate responsibility to ensure the implementation of the CEP, and the director has been selected to assume the responsibility of coordinating, organizing, and preparing the summary report of the plan. Mr. Roustio has been the campus director since 2009 and holds a master's of science degree from Webster University.

1.18 Does the campus have documentation to show that the CEP is evaluated at least annually?

- Yes No

2. ORGANIZATION

2.01 (a) Response submitted by Academic Administrative Center

2.01 (b) Response submitted by Academic Administrative Center

2.01 Is the following information regarding the campus appropriately stated in the catalog?

(c) Names of the administrators.

- Yes No

2.02 Does the campus:

(a) Adequately train its employees?

- Yes No

(b) Provide them with constant and proper supervision?

- Yes No

(c) Evaluate their work?

- Yes No

2.03 Is the administration of the campus efficient and effective?

- Yes No

2.04 Does the campus maintain written documentation to show that faculty and staff members:

(a) Clearly understand their duties and responsibilities?

- Yes No

(b) Know the person to whom they report?

Yes No

(c) Understand the standards by which the success of their work is measured?

Yes No

2.05 Does the administration maintain documentation of the evaluation of the faculty and staff?

Yes No

2.06 Has the campus adopted a policy on academic freedom that has been communicated to the faculty?

Yes No

2.07 Does the campus have an appropriate grievance policy for faculty and staff?

Yes No

2.08 Does the campus catalog or the student handbook contain an appropriate grievance policy for students that includes the name and address of ACICS?

Yes No Not Applicable (initial applicants only)

2.09 Response submitted by Academic Administrative Center

3. ADMINISTRATION

3.01 Is there evidence that the chief on-site administrator(s) or the self-study coordinator for the campus attended an accreditation workshop within 18 months prior to the final submission of the self-study?

Yes No

3.02 Are all staff well trained to carry out administrative functions?

Yes No

3.03 Who is the on-site administrator, and what are this person's qualifications?

The director, Mr. Dave Roustio, is the on-site administrator for the ITT Technical Institute, Kansas City, campus. Mr. Roustio joined ITT Technical Institute on April 15, 2009, in his current role of college director. Mr. Roustio brings 20 years of corporate leadership, human resources, financial management, business operations, and compliance leadership. Mr. Roustio is a graduate of Webster University. He served for 17 years with the May Company and Macy's Department Stores in a variety of positions including corporate training, human resources, and operations.

3.04 Does the campus list degrees of staff members in the catalog?

Yes No

If Yes, is appropriate evidence of the degrees on file?

Yes No

3.05 Is there evidence that the campus keeps adequate records to support the following administrative operations?

(a) Response submitted by Academic Administrative Center

(b) Admissions.

Yes No

(c) Response submitted by Academic Administrative Center

(d) Response submitted by Academic Administrative Center

(e) Guidance.

Yes No

(f) Instructional resources.

Yes No

(g) Supplies and equipment.

Yes No

(h) The school plant.

Yes No

(i) Faculty and staff.

Yes No

(j) Student activities.

Yes No

(k) Student personnel.

Yes No

3.06 Response submitted by Academic Administrative Center.

ITT Institute, Kansas City, does not accept ability-to-benefit students; therefore questions 3.07 through 3.10 are not applicable.

3.11 Do student files contain evidence of graduation from high school or the equivalent?

Yes No

3.12 Are appropriate transcripts maintained for all students?

Yes No

3.13 Is the grading system fully explained on the transcript, and is it consistent with the grading system that appears in the campus catalog?

Yes No

3.14 Are student records protected from theft, fire, water damage, or other possible loss?

Yes No

3.15 Does the campus maintain transcripts for all students indefinitely?

Yes No

3.16 Does the campus maintain admissions data and other records for at least five years from the last date of attendance for all students?

Yes No

4. RELATIONS WITH STUDENTS

4.01 How many student files were reviewed during the evaluation?

The team reviewed 40 files were reviewed during the evaluation.

The team requested 50 student files from the institution during the morning of the first day. After repeated requests, the team was brought the first set of files (graduates) at approximately 4 p.m. The remainder of the files were not brought to the team room until close to the end of the first day of the visit. A staff member had to then be asked to come to the team room and organize the multiple files so that one student's multiple files were stacked together (i.e. admissions file, financial aid file, placement file).

4.02 How does the institution ensure that its student relations reflect high ethical standards?

The institution ensures that its student relations reflect high ethical standards by utilizing policies and procedures that help guide its daily operations, including admissions and student relations. These policies and procedures are consistent with the mission and purpose of the institution and are available to all students and prospective students, both electronically and through other appropriate publications.

4.03 Does the campus have appropriate admissions criteria?

Yes No

4.04 Does the campus contract with third parties for admissions and recruiting purposes?

Yes No

4.05 Is there evidence to document that admissions criteria are applied consistently to all students admitted under the same version of the admissions criteria (e.g., that students admitted into specific programs for the same start date are admitted under the same admissions criteria)?

Yes No

4.06 Reviewed at Academic Administrative Center.

4.07 Is the admissions policy publicly stated?

Yes No

4.08 Is the admissions policy administered as written?

Yes No

4.09 Who is responsible for the oversight of student recruitment at the campus and what are this person's qualifications?

Ms. Barbie Bell is the director of recruitment at the ITT Kansas City campus. Ms. Bell holds a bachelor's degree in Marketing from Central Missouri State University. She has served in this capacity since February, 2011 and served as a representative/manager of recruitment for ITT from 2006 to 2011. Prior to beginning employment with ITT, she served as a marketing coordinator and a medical office specialist for two years.

4.10 Describe the process for the recruitment of new students.

The admissions department receives its prospective student leads from the ITT corporate office's advertising, directly from inquiries on the campus's website, and referrals from other students. An appointment is set with a prospective student to discuss ITT and its programs. The admissions interview is an established electronic format which ensures that all admissions personnel are trained on and deliver the same presentation to prospective students. Following the interview, the prospective student takes a tour of the facility, and if interested, completes an application and enrollment agreement. An appointment is set with financial aid to determine whether the student is eligible for any Title IV funding.

Are these recruiting practices ethical and compatible with the educational objectives of the institution?

Yes No

4.11 Are individuals engaged in admissions or recruitment activities communicating current and accurate information regarding the following?

(a) Courses and programs.

Yes No

(b) Services.

Yes No

(c) Tuition.

Yes No

(d) Terms.

Yes No

(e) Operating policies.

Yes No

4.12 Does the institution use prospective student names obtained as a result of a survey, canvass, or promise of future employment or income while a student, or as a result of other marketing activity?

- Yes No
- 4.13 Does the state in which the campus operates require representatives to be licensed or registered?
 Yes No
- 4.14 Are the titles of recruitment and enrollment personnel appropriate?
 Yes No
- 4.15 Does someone other than recruitment and enrollment personnel make final decisions regarding financial aid eligibility, packaging, awarding, and disbursement?
 Yes No
- 4.16 Are all recruiters supervised by the campus to ensure that their activities are in compliance with all applicable standards?
 Yes No
- 4.17 Reviewed at Academic Administrative Center.
- 4.18 Is there evidence that the campus properly awards transfer of credit?
 Yes No Not Applicable
- 4.19 Does the campus publicize its transfer credit policies, including policies related to accepting transfer credit from another institution?
 Yes No
- 4.21 Is the standards of satisfactory academic progress policy published in the catalog?
 Yes No

If Yes, state the page number(s) where the standards of satisfactory academic progress policy is published?

The standards of satisfactory academic progress (SAP) appear on pages 70-74 of the October 1, 2012 catalog. Additionally, the team was provided with an updated SAP policy statement with an effective date of 7/25/2012.

- 4.22 Does the standards of satisfactory academic progress (SAP) policy published in the catalog contain the following?
- (a) A definition of the maximum time frame allowed for students to complete a program as 1.5 times the normal program length.
 Yes No
- (b) A schedule that designates the minimum percentage of work that a student must successfully complete at the end of each evaluation increment to complete the program within the maximum time frame.
 Yes No
- (c) Procedures for re-establishing satisfactory academic progress.
 Yes No
- (d) A definition of the effects of the following on the CGPA and successful course-completion percentage:
- Withdrawals.
 Yes No
- Incomplete grades.
 Yes No
- Repeated courses.
 Yes No
- Non-punitive grades.
 Yes No Not Applicable (institution does not offer)

Non-credit or remedial courses.

Yes No Not Applicable (institution does not offer)

A probationary period.

Yes No

An appeal process.

Yes No

An extended-enrollment status.

Yes No Not Applicable (institution does not offer)

The effect when a student changes programs.

Yes No Not Applicable (institution only offers one program of study)

The effect when a student seeks to earn an additional credential.

Yes No Not Applicable (institution only offers one credential)

The implications of transfer credit.

Yes No

4.23 Does the campus apply its SAP standards consistently to all students?

Yes No

4.24 Are students who are not making satisfactory academic progress properly notified?

Yes No Not Applicable (no students are in violation of SAP)

4.25 Is SAP evaluated at the end of each academic year or at 50% of the normal program length if the program is one academic year in length or shorter?

Yes No

4.26 Is SAP evaluated at the end of the second academic year and at the end of each subsequent academic year where students must have a minimum CGPA of 2.0 on a scale of 4.0 or its equivalent?

Yes No Not Applicable (all programs are one year or less)

4.27 Are students who are not making satisfactory academic progress at the end of the second year dismissed?

Yes No Not Applicable (all programs are less than two years)

4.28 Are qualitative and quantitative components evaluated cumulatively for all periods of a student's enrollment?

Yes No

4.29 Are students allowed to remain on financial aid during the probationary period?

Yes No Not Applicable (institution does not participate in financial aid)

If Yes, is the student informed of this policy?

Yes No

4.30 Are students whose appeals are granted due to mitigating circumstances placed on probation and considered to be making satisfactory academic progress?

Yes No

4.31 Are students who are placed in an extended-enrollment status denied eligibility for federal financial aid (unless there are mitigating circumstances)?

Yes No Not Applicable (institution does not have extended enrollment and/or does not participate in financial aid)

- 4.32 Do credits attempted during the extended-enrollment status count toward the 1.5 times of normal program length?
 Yes No Not Applicable (institution does not have extended enrollment)
- 4.33 For students who have exceeded one and one-half times the standard time frame and were awarded the original credential, were any additional financial obligations waived?
 Yes No Not Applicable (there is no such student)
- 4.34 Are students required to have a minimum CGPA of 2.0 or its equivalent upon graduation from all programs?
 Yes No
- 4.35 Who is responsible for the administration of satisfactory academic progress, and what are this person's qualifications?
 Ms. Joy Vann-Hamilton joined the Kansas City campus as dean on September 24, 2012. As dean, she is responsible for monitoring students' satisfactory academic progress. Ms. Vann-Hamilton holds a master's degree in Business Administration (MBA) from Notre Dame, a bachelor's degree in Psychology from Wichita State University, an associate's degree in General Studies from Fort Scott Community College, and is pursuing a doctorate degree in Curriculum and Instruction from Andrews University.
- Ms. Vann-Hamilton has served other institutions as a college dean for four years, a vice president of program operations for one year, an assistant provost and director of faculty learning for five years, and a director for minority engineering programs for ten years. She has also served as an educational consultant for one year.
- 4.36 Does the institution encourage and assist students who are experiencing difficulty in progressing satisfactorily in their programs?
 Yes No
- 4.37 Reviewed at the institution level.
- 4.38 Does the institution fully disclose the terms, conditions, and application procedures regarding institutional scholarship and grant programs in its catalog?
 Yes No Not Applicable (institution offers loans only)
- 4.39 Are all similarly circumstanced students who enrolled at the same time and in the same programs charged the same tuition and fees?
 Yes No
- 4.40 Do the financial records of students clearly show the following?
- (a) Charges.
 Yes No
- (b) Dates for the posting of tuition.
 Yes No
- (c) Fees.
 Yes No
- (d) Other charges.
 Yes No
- (e) Payments.
 Yes No
- (f) Dates of payment.
 Yes No
- (g) The balance after each transaction.

Yes No

4.41 Are tuition and fees clearly stated on the enrollment agreement or in the catalog?

Yes No

If Yes, have students confirmed receiving a copy of the catalog or enrollment agreement (if one is used)?

Yes No Not Applicable

4.42 Is the effective date listed on announcements of changes in tuition and fees?

Yes No Not Applicable (institution has not changed tuition or fees)

4.43 Is the institution's refund policy published in the campus catalog?

Yes No

4.44 Is the refund policy fair, equitable, and applicable to all students?

Yes No

4.45 Is the campus following its stated refund policy?

Yes No

4.46 Does the campus offer financial aid?

Yes No (Skip to Question 4.53.)

4.47 Who is responsible on-site for administering student financial aid, and what are this person's qualifications?

Ms. Anita Phillips is the director of finance. She has held this position since May 2008. Prior to this position, she served as financial aid administrator at this campus for four years. Prior to joining ITT, she had two years' experience as business manager/registrar and as assistant director (eight years) with other educational institutions.

Ms. Phillips holds a diploma in Office Education from Manhattan Area Vo Tech.

4.48 Is the person who determines the amount of student awards not also responsible for disbursing those awards?

Yes No

4.49 Are final student financial aid award determinations made by administrative individuals who are not responsible for recruitment?

Yes No

4.50 Is the financial aid administrator a member of a state, regional, or national financial aid association and up to date on procedures and changes in the field?

Yes No

If No, insert the section number in parentheses and explain:

While the team was on-site, they were provided with evidence that Ms. Phillips had renewed her membership in the National Association of Student Financial Aid Administrators (NASFAA).

4.51 Describe how the financial aid office stays current with regulation and policy changes in financial aid (include all appropriate memberships in professional organizations held by this individual).

The director of finance stays current with regulation and policy changes through internal electronic training modules from ITT. She has participated in six ESI training sessions in 2012 including topics such as "FAA Access to CPS Online," "ISIR Management" and "Financial Aid Compliance Training." She also participated in two webinars offered by Great Lakes Training on "Professional Judgment Perplexities" and "Dependency Status Dilemmas."

4.52 Is there evidence that the financial aid administrator regularly participates in professional awareness activities?

Yes No

4.53 Does the campus provide discounts for cash received in advance of the normal payment schedule?

Yes No (Skip to Question 4.54.)

4.54 Describe the student services offered by the campus such as, but not limited to, structured tutoring, academic or personal counseling, student orientation, etc.

Student services offered by the campus include tutoring (faculty members are paid for their tutoring services), student orientation and academic advisement.

4.55 Are follow-up studies on graduate and employer satisfaction conducted at specific measuring points following the placement of the campus' graduates?

Yes No Not Applicable

4.56 Does the campus have a written policy that accurately reflects the U.S. Department of Education's definition of a credit hour for credit hour programs and/or clock-to-credit hour programs, including conversion ratios?

Yes No

4.57 Who is the person on staff responsible for the oversight of counseling students on employment opportunities, and what are this person's qualifications?

Mr. Ron Kroeger is the director of career services. Mr. Kroeger holds a bachelor's degree in Management Human Resources from Park University. Mr. Kroeger has served as director of career services since November, 2009. Prior to joining ITT, he spent six years in the employment staffing industry working for three different staffing agencies.

4.58 Does the institution offer employment assistance to all students?

Yes No Not Applicable (institution enrolls only international students on a student visa)

4.59 Does the campus use placement percentages or salary projections as part of its recruiting activities?

Yes No

4.60 Is the beginning enrollment on the most current Campus Accountability Report (CAR, previously referred to as the AIR) the same as the ending enrollment reported on the previous year's CAR?

Yes No

4.61 Was the team able to verify the retention rate for the campus and for each program as reported on the Campus Accountability Report (CAR) last submitted to the Council?

Yes No Not Applicable

4.62 Are students who receive financial aid counseled concerning their student loan repayment obligations?

Yes No

4.63 Describe the process the campus utilizes to ensure that students are counseled concerning their student loan repayment obligations.

The institution has a standardized process of providing student loan counseling. Students are required to complete an entrance and exit interview, as well as loan counseling forms when re-packaging. Enrolling students are required to view a video during the financial aid application process.

4.64 Describe the extracurricular activities of the institution (if applicable).

The students reported that extracurricular activities have included barbecues, clothing drives for local charities, volunteer opportunities at an orphanage, three student societies and one student fraternity.

GENERAL COMMENTS:

The team found the wording of the SAP policy and procedures to be ambiguous and very broadly written. The team believes that it is written in a way that has the potential to be confusing to students and to the school personnel who are charged with following the policy; in particular with regard to the ability of a student to appeal a SAP dismissal at the end of the second year.

While the team did review several student appeals for SAP, they contained vague language with regard to the mitigating circumstances and the steps the student will take to improve upon their performance.

5. EDUCATIONAL ACTIVITIES

5.01 Are the credentials awarded by the campus in compliance with its accreditation approval and in compliance with applicable state laws?

Yes No

5.02 Who is assigned to oversee the educational activities of all programs at the campus, and what are this person's qualifications?

Ms. Joy Vann-Hamilton, dean, is assigned to oversee the educational activities at the ITT, Kansas City campus. She holds a master's degree in Business Administration from University of Notre Dame and a bachelor's degree in Psychology from Wichita State University. She became dean on September 24, 2012. Prior experience includes principal consultant with Cum Laude Educational Consultants, academic regional dean at Vatterott College, principal investigator with NSF Project, Go The Distance Multimedia vice-president, program operations with Kauffman Scholars, Inc. and assistant provost, University of Notre Dame.

5.03 Does this person have appropriate academic or experiential qualifications?

Yes No

5.04 Describe how the institution makes provisions for program administrators to have sufficient authority and responsibility for the development and administration of the programs.

The team found provisions for program administrators and educational chairs to have sufficient authority and responsibility for the development and administration of the programs. While the ITT system has handbooks, programs, and protocols for making changes in corporate syllabi and administrative procedures, each campus is allowed the academic freedom to evaluate the needs of their own students and facility. The Kansas City, MO campus of ITT has faculty on the corporate curriculum committee which allows for integral enhancements. An informal network is also in place where faculty, both full time and part-time, can visit with their program chair and offer advice for enhancements and improvements.

5.05 Is the time devoted to the administration of the educational programs sufficient?

Yes No

5.06 Is there a published policy on the responsibility and authority of faculty in academic governance?

Yes No

5.07 Reviewed at Academic Administrative Center.

5.08 Is there evidence that this policy has been adopted and faculty members are aware of it?

Yes No

5.09 Does the campus have any programs that carry specialized or programmatic accreditation?

Yes No (Skip to question 5.10)

5.10 Are the educational programs consistent with the campus mission and the needs of its students?

Yes No

5.11 Do the formation of policies and the design of educational programs involve students, graduates, administrators, faculty, and other interested parties such as advisory committees?

Yes No

5.12 What provisions are made for individual differences among students?

The campus supports students with identified learning difficulties through peer and faculty tutoring. In addition, the resource center personnel provide additional academic support. This office is staffed by appropriately qualified individuals. In addition, department chairpersons provide tutoring on a regular basis through individual appointments as well as through posted hours.

5.13 Describe the system in place to evaluate, revise, and make changes to the curriculum.

ITT has a very detailed curriculum structure that provides for a streamlined process for curriculum revision, evaluation, and administration. Faculty members from all disciplines at the campus are encouraged to participate in this process. Some faculty participants have been selected to serve on corporate-wide curriculum committees. They can offer suggestions to the appropriate personnel within the organizational structure (usually the program chair). The curriculum system has a detailed policy on the process for curriculum change in the faculty handbook. This policy provides consistency by having prescribed syllabi and outcomes and provides enough academic freedom to allow faculty to enhance the curriculum.

- 5.14 Does the faculty participate in this process?
 Yes No
- 5.15 Reviewed at Academic Administrative Center.
- 5.16 If the institution awards academic credit to students who demonstrate subject competency based on academic, occupational, or personal experiences, is there an established systematic method for evaluating and awarding academic credit to which the campus adheres?
 Yes No NA (institution does not award such credit)
- 5.17 Are courses and breaks scheduled appropriately, given the students' academic background and the coursework involved?
 Yes No
- 5.18 Are the following appropriate to adequately support the number and nature of the general education courses? (If only nondegree programs are offered with no general education courses, skip to 5.19)
- Facilities
 Yes No
- Instructional equipment
 Yes No
- Resources
 Yes No
- Personnel
 Yes No
- 5.19 Does the campus provide an environment for its faculty that is conducive to effective classroom instruction?
 Yes No
- 5.20 Are the quantity and type of instructional materials and equipment proportionate to the size of the campus and types of programs?
 Yes No
- 5.21 Based on the team's observation of the instructional materials used, interviews with students and faculty, and a review of software licenses, is the campus in compliance with applicable licensing and copyright laws?
 Yes No
- 5.22 Are official transcripts for all qualifying credentials and for those credentials listed in the catalog on file for all instructors?
 Yes No
- 5.23 Have faculty transcripts from institutions not accredited by agencies recognized by the United States Department of Education been translated into English and evaluated by a member of the Association of International Credential Evaluators (AICE) or the National Association of Credential Evaluation Services (NACES) to determine the equivalency of the credentials to credentials awarded by institutions in the United States?
 Yes No Not Applicable (no faculty members hold foreign credentials)
- 5.24 Is there documented evidence of a systematic program of in-service training at the campus?

Yes No

If Yes, how is this documented?

The campus has a binder listing in-service training, with a sign-in log to document instructor/staff participation.

5.25 Is there evidence that appropriate faculty development plans have been developed and implemented annually, including documentation to support completed activities listed on the plans?

Yes No

5.26 Is there evidence that full-time and part-time instructors participate in regularly scheduled faculty meetings?

Yes No

5.27 Is there an adequate core of full- and/or part-time faculty to assure sound direction and continuity of development for the educational programs?

Yes No

OCCUPATIONAL ASSOCIATE'S, ACADEMIC ASSOCIATES'S, AND BACHELOR'S DEGREES ONLY

5.28 Are instructors teaching general education courses assigned in keeping with the minimum requirements as stated in the Accreditation Criteria?

Yes No

ACADEMIC ASSOCIATE'S DEGREES ONLY

5.31 Reviewed at Academic Administrative Center.

5.32 Reviewed at Academic Administrative Center.

5.33 Are at least one-half of all courses that are part of each associate's degree program taught by faculty members who have graduate degrees, professional degrees, or bachelor's degrees plus professional certification?

Yes No

BACHELOR'S DEGREES ONLY

5.34 Reviewed at Academic Administrative Center.

5.35 Reviewed at Academic Administrative Center.

5.36 Are at least one-half of all lower-division subjects and all upper-division courses that are part of the bachelor's degree program taught by faculty members who have graduate degrees, professional degrees, or bachelor's degrees plus professional certification?

Yes No

6. EDUCATIONAL FACILITIES

6.01 Describe the physical facility of the campus (include details such as campus location, square footage, distribution of space, parking situation and any other pertinent information).

The campus consists of 23,000 square feet, which contain theory classrooms, laboratories, administrative offices, library, and bookstore. The facility has a capacity for 653 students and staff. The institution has not exceeded this size. Ample parking is available for students, staff, and visitors. The facility is in compliance with the ADA as well as other federal, state, and local ordinances and regulations, including those relating to safety and health. The facility contains working environments for finance, recruitment, career services and academic affairs; a student lounge, an employee lounge, testing rooms, and conference rooms are also available. The main student areas are comprised of electronics labs, computer labs, theory classrooms, and the learning resource center.

6.02 Does the campus utilize any additional space locations?

Yes No

- 6.03 Does the campus utilize campus additions?
 Yes No
- 6.04 Are all facilities (including additional space and campus additions) appropriate for the size of the student population and the programs offered?
 Yes No
- 6.05 Are the following appropriate to support the student population and the programs offered at all locations (including additional space and campus additions)?
- (a) Equipment
 Yes No
- (b) Instructional tools
 Yes No
- (c) Machinery
 Yes No
- 6.06 Is there evidence on file to show that all campus facilities are in compliance with fire, safety, and sanitation regulations?
 Yes No Not Applicable

7. PUBLICATIONS

- 7.01 What catalog was used during the evaluation (please include the year, number, and volume if appropriate)?
 The team reviewed the ITT Kansas City, MO 2012-2013 catalog, Volume 22, published October 1, 2012.
- 7.02 Does the self-study accurately portray the campus?
 Yes No
- 7.03 Does the campus publish a catalog that is appropriately printed and bound and provided to all enrolled students?
 Yes No
- 7.04 Does the catalog contain the following items?
- (a) A table of contents and/or an index.
 Yes No
- (b) An indication of the year or years for which the catalog is effective on the front page or cover page.
 Yes No
- (c) The names and titles of the administrators.
 Yes No
- (d) A statement of legal control which includes the names of trustees, directors, and officers of the corporation.
 Yes No
- (e) A statement of accreditation
 Yes No Not Applicable (initial applicant)
- (f) A mission statement.
 Yes No
- (g) A listing of full-time faculty members which lists all qualifying credentials held along with the awarding institution and the area of teaching specialization.

Yes No

(h) An academic calendar.

Yes No

(i) A full disclosure of the admission requirements.

Yes No

(j) A statement for each curriculum offered that includes a statement of objective or purpose; an accurate and complete listing of all courses in the curriculum with a unique identifying number and title, the credit or clock hours awarded; the total credit or clock hours required to complete the curriculum; any necessary requirements for certification, licensing, or registration needed to work in the field; and any additional requirements that must be met to complete the curriculum.

Yes No

(k) A description of each course offered that includes the identifying number, title, credit or clock hours awarded, a concise description of the course contents, and any necessary prerequisites.

Yes No

(l) An explanation of the grading system that is consistent with the one that appears on the student transcript.

Yes No

(m) A definition of the unit of credit.

Yes No Not Applicable (The institution does not award credit)

(n) A complete explanation of the standards of satisfactory academic progress.

Yes No

(o) A description of the certificates, diplomas, and/or degrees awarded along with a statement of the requirements necessary for completion of each.

Yes No

(p) The transfer of credit policy.

Yes No

(q) A statement of the tuition, fees, and any other charges.

Yes No

(r) A complete and accurate listing of all scholarships offered.

Yes No Not Applicable (no scholarships offered)

(s) The refund policy.

Yes No

(t) A statement describing the student services offered.

Yes No

(u) A student grievance policy that includes the name and address of ACICS (may be in the student handbook instead of catalog).

Yes No Not Applicable (initial applicants only)

7.05 Does the institution offer degree programs?

Yes No

If Yes, does the catalog contain the following?

(a) An explanation of the course numbering system (for all levels).

Yes No

(b) Identification of courses that satisfy general education requirements (for occupational associate's, academic associate's, and bachelor's degrees only).

Yes No

(c) Identification of courses that satisfy the concentration requirements (for academic associate's and bachelor's degrees only).

Yes No

(d) Identification of courses that satisfy the upper-division (for bachelor's degrees only).

Yes No

7.06 Does the institution offer courses and/or programs via distance education?

Yes No (Skip to Question 7.07.)

7.07 Does the catalog contain an addendum/supplement?

Yes No (Skip to Question 7.08.)

7.08 Is the catalog available online?

Yes No (Skip to Question 7.09.)

If Yes, does it match the hard copy version?

Yes No

7.09 Does the campus utilize a multiple-school catalog?

Yes No (Skip to Question 7.10.)

7.10 Is all advertising and promotional literature, including the campus' Web site, truthful and dignified?

Yes No

7.11 Is the correct name of the campus listed in all advertising, web postings and promotional literature?

Yes No

7.12 Where does the campus advertise (publications, online, etc.)?

The campus uses several modes of advertisement including newspaper publications, television, Yellow Pages, high school recruitment and online mediums.

Are the advertisements under acceptable headings?

Yes No

7.13 Does the campus use endorsements, commendations, or recommendations in its advertising?

Yes No (Skip to Question 7.14.)

If Yes, is there evidence that prior consent was obtained and that remuneration was not made for the consent or the use of the advertisement?

Yes No

7.14 Does the campus utilize services funded by third parties?

Yes No (Skip to Question 7.15.)

7.15 Does the campus avoid offering monetary incentives to attract students or for failure in job placement?

Yes No

7.16 Is the phrase "for those who qualify" properly referenced in all advertising that mentions financial aid?

Yes No Not Applicable (institution does not participate in financial aid)

8. LIBRARY, INSTRUCTIONAL RESOURCES, AND TECHNOLOGY

8.01 Does the campus develop an adequate base of library resources?

 Yes No

8.02 Does the campus ensure access of library resources to all faculty and students, including students at nonmain campuses?

 Yes No

8.03 Does the campus provide training and support to faculty and students in utilizing library resources as an integral part of the learning process?

 Yes No

8.04 Are adequate staff provided to support the development, organization of the collection, and access of library resources?

 Yes No

8.05 Reviewed at Academic Administrative Center.

8.06 Reviewed at Academic Administrative Center.

OCCUPATIONAL ASSOCIATES, ACADEMIC ASSOCIATE'S, BACHELOR'S, AND MASTER'S DEGREES ONLY

8.07 Reviewed at Academic Administrative Center.

8.08 Reviewed at Academic Administrative Center.

8.09 What portion of the current year's library budget has been spent and how has the money been allocated?

The budget for the ITT, Kansas City campus is \$2400.00 for the current year. The library has spent, \$1614.71 or 67% of allocated budget, on books for criminal justice, electronic kits for the library, supplies for electronic kits, and publications/subscriptions.

8.10 Is there evidence that the faculty have major involvement in the selection of library resources?

 Yes No

8.11 Are the library hours adequate to accommodate the needs of all students?

 Yes No**ACADEMIC ASSOCIATE'S, BACHELOR'S, AND MASTER'S DEGREES ONLY**

8.12 Reviewed at Academic Administrative Center.

8.13 Is the Dewey Decimal, Library of Congress, or other appropriate system of classification used to organize the library materials?

 Yes No

8.14 Reviewed at Academic Administrative Center.

8.15 If interlibrary agreements are in effect, are the provisions appropriate, do they ensure practical use and accessibility to the students, and is evidence of student use documented?

 Yes No Not Applicable (no interlibrary agreements)

8.16 Reviewed at Academic Administrative Center.

8.17 Reviewed at Academic Administrative Center.

8.18 Reviewed at Academic Administrative Center.

ACADEMIC ASSOCIATE'S AND BACHELOR'S DEGREES ONLY

8.19 Reviewed at Academic Administrative Center.

8.21 Reviewed at Academic Administrative Center.

8.22 Is documentation on file to reflect the librarian's participation in professional growth activities?

Yes No

8.23 Are the hours the library is open adequate to accommodate the needs of all students?

Yes No

8.24 Does the library make available appropriate reference, research, and information resources to provide basic support for curricular and educational offerings and to enhance student learning?

Yes No

GENERAL COMMENTS:

The team found the learning resource center to be well organized, well-staffed with library assistants who are very helpful to students, instructors, and staff.

9. PROGRAM EVALUATION

Academic Associate's Degree in Computer and Electronics Engineering Technology

Academic Associate's Degree in Electrical Engineering Technology

Bachelor's Degree in Electronics and Communications Engineering Technology

Bachelor's Degree in Electrical Engineering and Communications Technology

ALL PROGRAMS

9.01 See response from Academic Administrative Center

(a) See response from Academic Administrative Center

(b) See response from Academic Administrative Center

(c) See response from Academic Administrative Center

(d) See response from Academic Administrative Center

9.02 Who is assigned to administer the academic program(s), and what are this person's qualifications?

Mr. David Baird is the chair assigned to administer the academic program for Electronics Technology for both the associate's and bachelor's degree programs. Mr. Baird holds a bachelor's degree in Electronics Technology from Devry Institute in Kansas City, Missouri and a master's degree in Music Composition from the University of Missouri in Kansas City, Missouri. Mr. Baird also has over 20 years of experience in industry directly related to the electronics field. Mr. Baird is also an active member of the Institute of Electrical and Electronics Engineers (IEEE).

9.03 Does this individual possess appropriate academic or experiential qualifications?

Yes No

9.04 Is there evidence that the program administrator has sufficient authority and responsibility for the administration of the educational program(s)?

Yes No

9.05 Are the time and resources devoted to the administration of the educational program(s) sufficient?

Yes No

9.06 Does the program meet the needs of its students and the requirements of the council as shown by student achievement outcomes which meet or exceed the standards for the following areas:

(a) Student retention rate of 62%

Yes No Not applicable (new branch only)

(b) Student placement rate of 58%

Yes No Not applicable (new branch only)

9.07 List the community resources and how they are utilized to enrich the program(s).

The team found in reviewing the community resource binder and interviewing the chair for the Electronics program that community resources were being utilized to enrich the Electronics program. The team found evidence of guest speakers such as Matt Simmons, a technical services coordinator with Rhythm Engineering and also a graduate of the program, and Wesley Berry, an electrical engineer with Johnson Controls. The documentation shows that there was very good representation of students at each event. There was also evidence of two field trips that directly related to the studies in electronics.

9.08 Are these resources sufficient?

Yes No

9.09 Reviewed at Academic Administrative Center.

9.10 Does the catalog and/or other advertising material such as brochures and web site, accurately describe the program and its objectives?

Yes No

9.11 For programs that include practica, externships, or internships, does the institution have a written and mutually signed agreement that outlines the arrangement between the institution and the practicum site, including specific learning objectives, course requirements, and evaluation criteria?

Yes No NA, (these elements are not part of the program or no student is far enough along in the program)

9.12 Reviewed at Academic Administrative Center.

9.13 Are independent studies used appropriately, and is there a signed contract that meets Council standards?

Yes No NA

9.14 Reviewed at Academic Administrative Center.

9.15 Are course prerequisites being followed?

Yes No

9.16 Is an appropriately detailed syllabus on file for each course that includes:

(a) Title and course descriptions

Yes No

(b) Course numbers

Yes No

(c) Course prerequisites and/or corequisites

Yes No

(d) Instructional contact hours/credits

Yes No

(e) Learning objectives

Yes No

(f) Instructional materials and references

Yes No

(g) Topical outline of the course

Yes No

(h) Instructional methods

Yes No

(i) Assessment criteria

Yes No

(j) Method of evaluating students

Yes No

(k) Date the syllabus was last reviewed

Yes No

For campuses participating in Title IV that have lecture courses in credit hour programs or clock-to-credit hour programs only:

(l) Out-of-class work assignments that support the learning objectives for the course

Yes No

(m) A description of the minimum amount of time a student is expected to spend on completion of the work assignments

Yes No

If *No*, insert the section number in parentheses, list the courses, and explain:

Section 3-1-513(a) and Glossary): Course syllabi do not include, as appropriate, out -of-class work assignments that support the learning objectives for most courses. There is not a description in the syllabus of the minimum amount of time the student is expected to spend on completion of the work assignments. Although the campus provided samples of some graded homework assignments, the syllabi provided to the team did not indicate that homework or outside assignments were required and homework assignments were not included as any percent of the final grade.

9.17 Do students confirm that they receive a course syllabus and that it is followed?

Yes No

9.18 Are the courses available when needed by the student in the normal pursuit of a program of study?

Yes No

9.19 Was the team able to verify the backup documentation to support the placement rate for the program(s) as reported on the last Campus Accountability Report (formerly AIR) submitted to the Council?

Yes No NA, (there have been no graduates)

How many calls to employers or graduates were attempted?

The following number of calls were made to employers for the following programs:

Academic associate's degree in Computer and Electronics Engineering Technology - 8

Bachelor's degree in Electronics and Communications Engineering Technology - 6

How many calls to employers or graduates were successful?

The following number of calls, by program, were successful:

Academic associate's degree in Computer and Electronics Engineering Technology - 4

Bachelor's degree in Electronics and Communication Engineering Technology - 3

How many of the calls where contact was made with employers or graduates confirmed the employment of the graduate as reported on the CAR? Please explain any discrepancy between the number of successful contacts and confirmations.

All of the calls where contact was made confirmed the employment of the graduates as reported on the 2011 CAR.

9.20 Was documentation on file to verify graduates classified on the CAR as “not available for placement”?

Yes No Not Applicable

9.21 Does the campus participate in Title IV financial aid?

Yes No (Skip to question 9.24)

9.22 Does the campus have written documentation of procedures for developing the application of the U.S. Department of Education's definition of a credit hour?

Yes No Not Applicable (Clock hour programs only)

If Yes, briefly describe the procedures.

In the "credit hour" section on page 62 of the campus' 2012-2013 catalog, volume 22, the campus policy regarding homework is contained in the "Residence Courses" paragraph.

9.23 Is there evidence that out-of-class work or the equivalency is being evaluated?

Yes No Not Applicable (Clock hour programs only)

If No, insert the section number in parentheses and explain:

(Section 2-2-503(a)): The team did not find adequate evidence that out-of-class work or the equivalency is being evaluated in all courses. Discussion with the faculty and the students in the Electronics program indicated as little as two hours of out-of-class work was assigned per 4 credit hours to 4.5 credit hours of classroom instruction. Students in the Electronics program verified that they were given homework in most classes and it was graded; however, it was only two to three hours per class.

9.24 Are the following appropriate to adequately support the number and nature of the program?

(a) Facilities

Yes No

(b) Instructional equipment

Yes No

(c) Resources

Yes No

(d) Personnel

Yes No

9.25 Reviewed at Academic Administrative Center.

NONDEGREE PROGRAMS, OCCUPATIONAL ASSOCIATE'S, ACADEMIC ASSOCIATE'S, AND BACHELOR'S DEGREES ONLY

9.27 Do the faculty members' qualifications meet the minimum requirements outlined in the Accreditation Criteria, and are their qualifications academically and experientially appropriate to the subject matter they teach and the level of the credential awarded?

Yes No

9.28 Is the size of the faculty appropriate to the total student enrollment?

Yes No

OCCUPATIONAL ASSOCIATE'S, ACADEMIC ASSOCIATE'S, BACHELOR'S AND MASTER'S DEGREES ONLY

9.29 Is an adequate core of full- and part-time faculty employed to ensure sound direction and continuity of development for the program?

Yes No NA, hiring responsibility is at Academic Administrative Center

If No, insert the section number in parentheses and explain:

The team found in interviewing the chair that the Electronics program is in the process of hiring an additional faculty person to fill the position left vacant from an adjunct instructor that retired at the end of the last quarter. This has created an temporary extra load on the chair to cover an additional class; however, there was not found evidence that this interfered with the chair performing his normal duties.

ACADEMIC ASSOCIATE'S, BACHELOR'S, AND MASTER'S, DEGREES ONLY

9.30 Are teaching loads reasonable?

Yes No

ACADEMIC ASSOCIATE'S DEGREES ONLY

9.38 Reviewed at Academic Administrative Center.

9.39 Reviewed at Academic Administrative Center.

9.40 Reviewed at Academic Administrative Center.

9.41 Is enrollment in the second academic year of the two-year program sufficient to support regularly scheduled classes?

Yes No Not Applicable (no students in the second year)

9.42 Reviewed at Academic Administrative Center.

BACHELOR'S DEGREES ONLY

9.43 Reviewed at Academic Administrative Center.

9.44 Reviewed at Academic Administrative Center.

9.45 Reviewed at Academic Administrative Center.

9.46 Reviewed at Academic Administrative Center.

9.47 Is enrollment in the third and fourth years of the bachelor's program sufficient to support regularly scheduled classes and laboratory work?

Yes No N A, (no students in the third and fourth years)

9.48 Reviewed at Academic Administrative Center.

9. PROGRAM EVALUATION

Academic Associate's Degree in Computer Network Systems

Academic Associate's Degree in in Network Systems Administration

Bachelor's Degree in Information Systems and Cybersecurity

Bachelor's Degree in Information Systems Security

ALL PROGRAMS

9.01 Reviewed at Academic Administrative Center.

(a) Reviewed at Academic Administrative Center.

(b) Reviewed at Academic Administrative Center.

(c) Reviewed at Academic Administrative Center.

(d) Reviewed at Academic Administrative Center.

If No for this campus, does the Campus Effectiveness Plan (CEP) include an improvement plan for this program with data, analysis and activities to meet or exceed Council requirements?

Yes No

9.02 Who is assigned to administer the academic program(s), and what are this person's qualifications?

Ray Childers is the assigned program chair of computer network systems, network systems administration, information systems and cybersecurity, and information systems security. He has a bachelor's degree in Computer Science from Northeastern Missouri State University and a master's degree in Business Administration from University of South Carolina. He is a computer network system professional with over 20 years of experience in information technology. He has substantial knowledge of PC hardware, Cisco router and switch configuration, WAN support and Ethernet. Mr. Childers efficiently utilizes a computer system and related software including Microsoft Office, analysis of protocols, and internet proficiencies.

9.03 Does this individual possess appropriate academic or experiential qualifications?

Yes No

9.04 Is there evidence that the program administrator has sufficient authority and responsibility for the administration of the educational program(s)?

Yes No

9.05 Are the time and resources devoted to the administration of the educational program(s) sufficient?

Yes No

9.06 Does the program meet the needs of its students and the requirements of the council as shown by student achievement outcomes which meet or exceed the standards for the following areas:

(a) Student retention rate of 62%

Yes No Not applicable (new branch only)

(b) Student placement rate of 58%

Yes No Not applicable (new branch only)

9.07 List the community resources and how they are utilized to enrich the program(s).

The faculty members and administrative staff interviewed stated that community resources used to enrich the computer network systems administration, information systems and cybersecurity and information systems security program included guest speakers, field trips to appropriate industrial/commercial sites, and advisory board members from the community. Furthermore, the student council provides extracurricular activities on campus. The team reviewed documentation of minutes for the last two student field trips, both of which took place in 2011 and 2012.

9.08 Are these resources sufficient?

Yes No

9.09 Reviewed at Academic Administrative Center.

9.10 Does the catalog and/or other advertising material such as brochures and web site, accurately describe the program and its objectives?

Yes No

9.11 For programs that include practica, externships, or internships, does the institution have a written and mutually signed agreement that outlines the arrangement between the institution and the practicum site, including specific learning objectives, course requirements, and evaluation criteria?

Yes No NA, (these elements are not part of the progra or no student is far enough along in the program)

9.12 Reviewed at Academic Administrative Center.

9.13 Are independent studies used appropriately, and is there a signed contract that meets Council standards?

Yes No NA

9.14 Reviewed at Academic Administrative Center.

9.15 Are course prerequisites being followed?

Yes No

9.16 Is an appropriately detailed syllabus on file for each course that includes:

(a) Title and course descriptions

Yes No

(b) Course numbers

Yes No

(c) Course prerequisites and/or corequisites

Yes No

(d) Instructional contact hours/credits

Yes No

(e) Learning objectives

Yes No

(f) Instructional materials and references

Yes No

(g) Topical outline of the course

Yes No

(h) Instructional methods

Yes No

(i) Assessment criteria

Yes No

(j) Method of evaluating students

Yes No

(k) Date the syllabus was last reviewed

Yes No

For campuses participating in Title IV that have lecture courses in credit hour programs or clock-to-credit hour programs only:

(l) Out-of-class work assignments that support the learning objectives for the course

Yes No

(m) A description of the minimum amount of time a student is expected to spend on completion of the work assignments

Yes No

If No, insert the section number in parentheses, list the courses, and explain:

(Section 3-1-513(a) and Glossary): Course syllabi do not include, as appropriate, out -of-class work assignments that support the learning objectives for most courses. There is not a description in the syllabus of the minimum amount of time the student is expected to spend on completion of the work assignments. Although the campus provided samples of some graded homework assignments, the syllabi provided to the team did not indicate that homework or outside assignments were required and homework assignments were not included as any percent of the final grade.

9.17 Do students confirm that they receive a course syllabus and that it is followed?

Yes No

9.18 Are the courses available when needed by the student in the normal pursuit of a program of study?

Yes No

- 9.19 Was the team able to verify the backup documentation to support the placement rate for the program(s) as reported on the last Campus Accountability Report (formerly AIR) submitted to the Council?

Yes No NA, (there have been no graduates)

How many calls to employers or graduates were attempted?

The following number of calls was made to employers for the following programs:

Academic associate's degree in Computer Network Systems - 60
 Academic associate's degree in Network Systems Administration - N/A
 Bachelor's degree in Information Systems and Cybersecurity - N/A
 Bachelor's degree in Information Systems Security - 19

How many calls to employers or graduates were successful?

The following number of calls, by program, was successful:

Academic associate's degree in Computer Network Systems - 44
 Academic associate's degree in Network Systems Administration - N/A
 Bachelor's degree in Information Systems and Cybersecurity - N/A
 Bachelor's degree in Information Systems Security - 15

How many of the calls where contact was made with employers or graduates confirmed the employment of the graduate as reported on the CAR? Please explain any discrepancy between the number of successful contacts and confirmations.

All of the calls where contact was made confirmed the employment of the graduates as reported on the 2011 CAR.

- 9.20 Was documentation on file to verify graduates classified on the CAR as “not available for placement”?

Yes No Not Applicable

- 9.21 Does the campus participate in Title IV financial aid?

Yes No (Skip to question 9.24)

- 9.22 Does the campus have written documentation of procedures for developing the application of the U.S. Department of Education’s definition of a credit hour?

Yes No Not Applicable (Clock hour programs only)

If Yes, briefly describe the procedures.

The campus uses the federal conversion formulas to convert clock hours to credit hours. The team was provided documentation to verify this information. In the "credit hour" section page 61 of the campus'2012-2013 catalog, volume 22, the campus policy regarding homework is contained in the "Residence Courses" paragraph.

- 9.23 Is there evidence that out-of-class work or the equivalency is being evaluated?

Yes No Not Applicable (Clock hour programs only)

If No, insert the section number in parentheses and explain:

(Section 2-2-503(a)): The team did not find adequate evidence that out-of-class work or the equivalency is being evaluated in all courses. Discussion with the faculty and the students in the program indicated as little as two hours of out-of-class work was assigned per 4 credit hours to 4.5 credit hours of classroom instruction. Students in the program verified that they were given homework in most classes and it was graded; however, it was only two to three hours per class.

- 9.24 Are the following appropriate to adequately support the number and nature of the program?

(a) Facilities

Yes No

(b) Instructional equipment

Yes No

(c) Resources

Yes No

(d) Personnel

Yes No

9.25 Reviewed at Academic Administrative Center.

NONDEGREE PROGRAMS, OCCUPATIONAL ASSOCIATE'S, ACADEMIC ASSOCIATE'S, AND BACHELOR'S DEGREES ONLY

9.27 Do the faculty members' qualifications meet the minimum requirements outlined in the Accreditation Criteria, and are their qualifications academically and experientially appropriate to the subject matter they teach and the level of the credential awarded?

Yes No

9.28 Is the size of the faculty appropriate to the total student enrollment?

Yes No

OCCUPATIONAL ASSOCIATE'S, ACADEMIC ASSOCIATE'S, BACHELOR'S AND MASTER'S DEGREES ONLY

9.29 Is an adequate core of full- and part-time faculty employed to ensure sound direction and continuity of development for the program?

Yes No NA, hiring responsibility is at AAC

ACADEMIC ASSOCIATE'S, BACHELOR'S, AND MASTER'S, DEGREES ONLY

9.30 Are teaching loads reasonable?

Yes No

9.33 Reviewed at Academic Administrative Center.

ACADEMIC ASSOCIATE'S DEGREES ONLY

9.38 Reviewed at Academic Administrative Center.

9.39 Reviewed at Academic Administrative Center.

9.40 Reviewed at Academic Administrative Center.

9.41 Is enrollment in the second academic year of the two-year program sufficient to support regularly scheduled classes?

Yes No Not Applicable (no students in the second year)

9.42 Reviewed at Academic Administrative Center.

BACHELOR'S DEGREES ONLY

9.43 Reviewed at Academic Administrative Center.

9.44 Reviewed at Academic Administrative Center.

9.45 Reviewed at Academic Administrative Center.

9.46 Reviewed at Academic Administrative Center.

9.47 Is enrollment in the third and fourth years of the bachelor's program sufficient to support regularly scheduled classes and laboratory work?

Yes No N A, (no students in the third and fourth years)

9.48 Reviewed at Academic Administrative Center.

9. PROGRAM EVALUATION

Academic Associate's Degree in Visual Communications

Academic Associate's Degree in Graphic Communications and Design

ALL PROGRAMS

9.01 See response from Academic Administrative Center

- (a) See response from Academic Administrative Center
- (b) See response from Academic Administrative Center
- (c) See response from Academic Administrative Cabinet
- (d) See response from Academic Administrative Cabinet

If No for this campus, does the Campus Effectiveness Plan (CEP) include an improvement plan for this program with data, analysis and activities to meet or exceed Council requirements?

Yes No

9.02 Who is assigned to administer the academic program(s), and what are this person's qualifications?

Mr. Rafil Dabbagh serves as the chair for the School of Drafting and Design. Mr. Dabbagh holds a bachelor's of science degree in Chemical Engineering from Baghdad University and a diploma in Computer-Aided Design from Vatterott College. Outside of education, Mr. Dabbagh has held steel detailer and senior detailer jobs with Steel Structure Construction.

Mr. Aaron Garrison serves as the program chair and subject matter expert for visual communications and graphic communications and design. Mr. Garrison holds an associate's of science degree in Graphic Design from Johnson County Community College and a bachelor's of science degree in Media Arts from the Art Institute of Pittsburgh.

9.03 Does this individual possess appropriate academic or experiential qualifications?

Yes No

9.04 Is there evidence that the program administrator has sufficient authority and responsibility for the administration of the educational program(s)?

Yes No

9.05 Are the time and resources devoted to the administration of the educational program(s) sufficient?

Yes No

9.06 Does the program meet the needs of its students and the requirements of the council as shown by student achievement outcomes which meet or exceed the standards for the following areas:

(a) Student retention rate of 62%

Yes No Not applicable (new branch only)

(b) Student placement rate of 58%

Yes No Not applicable (new branch only)

9.07 List the community resources and how they are utilized to enrich the program(s).

The design program areas at ITT Technical Institute Kansas City use community resources to augment classroom study. Visual Communications and Graphic Communications and Design students went on several field trips including Kingston Printing, Nelson Atkins Art Gallery, and Trinity Animation. Additionally, Mr. John Cropper, journalist, appeared as a guest speaker in class.

9.08 Are these resources sufficient?

Yes No

- 9.09 Reviewed at Academic Administrative Center.
- 9.10 Does the catalog and/or other advertising material such as brochures and web site, accurately describe the program and its objectives?
 Yes No
- 9.11 For programs that include practica, externships, or internships, does the institution have a written and mutually signed agreement that outlines the arrangement between the institution and the practicum site, including specific learning objectives, course requirements, and evaluation criteria?
 Yes No NA, (these elements are not part of the program or no student is far enough along in the program)
- 9.12 Reviewed at Academic Administrative Center.
- 9.13 Are independent studies used appropriately, and is there a signed contract that meets Council standards?
 Yes No NA
- 9.14 Reviewed at Academic Administrative Center.
- 9.15 Are course prerequisites being followed?
 Yes No
- 9.16 Is an appropriately detailed syllabus on file for each course that includes:
- (a) Title and course descriptions
 Yes No
 - (b) Course numbers
 Yes No
 - (c) Course prerequisites and/or corequisites
 Yes No
 - (d) Instructional contact hours/credits
 Yes No
 - (e) Learning objectives
 Yes No
 - (f) Instructional materials and references
 Yes No
 - (g) Topical outline of the course
 Yes No
 - (h) Instructional methods
 Yes No
 - (i) Assessment criteria
 Yes No
 - (j) Method of evaluating students
 Yes No
 - (k) Date the syllabus was last reviewed
 Yes No

For campuses participating in Title IV that have lecture courses in credit hour programs or clock-to-credit hour programs only:

(l) Out-of-class work assignments that support the learning objectives for the course

Yes No

(m) A description of the minimum amount of time a student is expected to spend on completion of the work assignments

Yes No

If No, insert the section number in parentheses, list the courses, and explain:

(Section 3-1-513(a) and Glossary): Course syllabi do not include, as appropriate, out-of-class work assignments that support the learning objectives for most courses. Although the campus provided samples of some graded homework assignments, the majority of syllabi provided to the team did not indicate that homework or outside assignments were required and homework assignments were not included as any percent of the final grade.

9.17 Do students confirm that they receive a course syllabus and that it is followed?

Yes No

9.18 Are the courses available when needed by the student in the normal pursuit of a program of study?

Yes No

9.19 Was the team able to verify the backup documentation to support the placement rate for the program(s) as reported on the last Campus Accountability Report (formerly AIR) submitted to the Council?

Yes No NA, (there have been no graduates)

9.20 Was documentation on file to verify graduates classified on the CAR as “not available for placement”?

Yes No Not Applicable

9.21 Does the campus participate in Title IV financial aid?

Yes No (Skip to question 9.24)

9.22 Does the campus have written documentation of procedures for developing the application of the U.S. Department of Education’s definition of a credit hour?

Yes No Not Applicable (Clock hour programs only)

If Yes, briefly describe the procedures.

In the "credit hour" section on page 61 of the campus' 2012-2013 catalog, volume 22, the campus policy regarding homework is contained in the "Residence Courses" paragraph.

9.23 Is there evidence that out-of-class work or the equivalency is being evaluated?

Yes No Not Applicable (Clock hour programs only)

If No, insert the section number in parentheses and explain:

(Section 2-2-503(a)): The team did not find adequate evidence that out-of-class work or the equivalency is being evaluated in all courses. Discussion with the faculty and the students in the program indicated as little as two hours of out-of-class work was assigned per 4 credit hours to 4.5 credit hours of classroom instruction. Students in the program verified that they were given homework in most classes and it was graded; however, it was only two to three hours per class.

9.24 Are the following appropriate to adequately support the number and nature of the program?

(a) Facilities

Yes No

(b) Instructional equipment

Yes No

(c) Resources

Yes No

(d) Personnel

Yes No

9.25 Reviewed at Academic Administrative Center.

NONDEGREE PROGRAMS, OCCUPATIONAL ASSOCIATE'S, ACADEMIC ASSOCIATE'S, AND BACHELOR'S DEGREES ONLY

9.27 Do the faculty members' qualifications meet the minimum requirements outlined in the Accreditation Criteria, and are their qualifications academically and experientially appropriate to the subject matter they teach and the level of the credential awarded?

Yes No

9.28 Is the size of the faculty appropriate to the total student enrollment?

Yes No

OCCUPATIONAL ASSOCIATE'S, ACADEMIC ASSOCIATE'S, BACHELOR'S AND MASTER'S DEGREES ONLY

9.29 Is an adequate core of full- and part-time faculty employed to ensure sound direction and continuity of development for the program?

Yes No NA, hiring responsibility is at AAC

ACADEMIC ASSOCIATE'S, BACHELOR'S, AND MASTER'S, DEGREES ONLY

9.30 Are teaching loads reasonable?

Yes No

ACADEMIC ASSOCIATE'S DEGREES ONLY

9.38 Reviewed at Academic Administrative Center.

9.39 Reviewed at Academic Administrative Center.

9.40 Reviewed at Academic Administrative Center.

9.41 Is enrollment in the second academic year of the two-year program sufficient to support regularly scheduled classes?

Yes No Not Applicable (no students in the second year)

9.42 Reviewed at Academic Administrative Center.

GENERAL COMMENTS:

Mr. Dabbagh, chair of the School of Drafting and Design is wonderful. He shows great enthusiasm for his job and cares about student success. He is very willing to open up and converse about the college, his experiences, and his background. The same can be said for the instructors in the program. Interviews with faculty were very positive and the interviewees were very interested in the success of the students.

Faculty members in the Visual Communications and Graphic Communications and Design programs need to be reassured that it is okay to supplement the ITT approved curriculum with real-world projects in the classroom.

Students requested daycare options on campus and laptops/software to use off campus. Commutes to campus made working on homework outside of class difficult.

9. PROGRAM EVALUATION

Academic Associate's Degree in Drafting and Design Technology

Academic Associate's Degree in Computer Drafting and Design

ALL PROGRAMS

9.01 See response from Academic Administrative Center

- (a) See response from Academic Administrative Center
- (b) See response from Academic Administrative Center
- (c) See response from Academic Administrative Cabinet
- (d) See response from Academic Administrative Cabinet

If No for this campus, does the Campus Effectiveness Plan (CEP) include an improvement plan for this program with data, analysis and activities to meet or exceed Council requirements?

Yes No

9.02 Who is assigned to administer the academic program(s), and what are this person's qualifications?

Mr. Rafil Dabbagh is assigned to administer the Design Drafting program. Mr. Dabbagh has a bachelor's of science degree in Chemical Engineering from the University of Baghdad. The Foreign Academic Credentials Service and a National Association of Credential Evaluation Services (NACES) member verified his transcripts to the equivalent to a bachelor's degree with a major in Chemical Engineering.

9.03 Does this individual possess appropriate academic or experiential qualifications?

Yes No

9.04 Is there evidence that the program administrator has sufficient authority and responsibility for the administration of the educational program(s)?

Yes No

9.05 Are the time and resources devoted to the administration of the educational program(s) sufficient?

Yes No

9.06 Does the program meet the needs of its students and the requirements of the council as shown by student achievement outcomes which meet or exceed the standards for the following areas:

(a) Student retention rate of 62%

Yes No Not applicable (new branch only)

(b) Student placement rate of 58%

Yes No Not applicable (new branch only)

9.07 List the community resources and how they are utilized to enrich the program(s).

Community resources are adequately used to enrich the drafting and design and computer aided drafting and design programs at the Kansas City campus. The team determined Mr. Larry Schmit of Riewit Engineering, was a guest speaker on September 26, 2012, to discuss AutoCAD 3D modeling 2012 version. The team also determined Mr. Michael Vodehnal took his capstone class on a field trip on September 16, 2012, to a railroad site for site surveying.

9.08 Are these resources sufficient?

Yes No

9.09 Reviewed at Academic Administrative Center.

9.10 Does the catalog and/or other advertising material such as brochures and web site, accurately describe the program and its objectives?

Yes No

9.11 For programs that include practica, externships, or internships, does the institution have a written and mutually signed agreement that outlines the arrangement between the institution and the practicum site, including specific learning objectives, course requirements, and evaluation criteria?

- Yes No NA, (these elements are not part of the program or no student is far enough along in the program)
- 9.12 Reviewed at Academic Administrative Center.
- 9.13 Are independent studies used appropriately, and is there a signed contract that meets Council standards?
 Yes No NA
- 9.14 Reviewed at Academic Administrative Center.
- 9.15 Are course prerequisites being followed?
 Yes No
- 9.16 Is an appropriately detailed syllabus on file for each course that includes:
- (a) Title and course descriptions
 Yes No
- (b) Course numbers
 Yes No
- (c) Course prerequisites and/or corequisites
 Yes No
- (d) Instructional contact hours/credits
 Yes No
- (e) Learning objectives
 Yes No
- (f) Instructional materials and references
 Yes No
- (g) Topical outline of the course
 Yes No
- (h) Instructional methods
 Yes No
- (i) Assessment criteria
 Yes No
- (j) Method of evaluating students
 Yes No
- (k) Date the syllabus was last reviewed
 Yes No
- For campuses participating in Title IV that have lecture courses in credit hour programs or clock-to-credit hour programs only:
- (l) Out-of-class work assignments that support the learning objectives for the course
 Yes No
- (m) A description of the minimum amount of time a student is expected to spend on completion of the work assignments
 Yes No

If *No*, insert the section number in parentheses, list the courses, and explain:

(Section 3-1-513(a) and Glossary): Course syllabi do not include, as appropriate, out of class work assignments that support the learning objectives for most courses.

Although the campus provided sample of some graded homework assignments, the majority of syllabi provided to the team indicate that homework or outside assignments were required and homework assignments were not included as any percent of the final grade.

9.17 Do students confirm that they receive a course syllabus and that it is followed?

Yes No

9.18 Are the courses available when needed by the student in the normal pursuit of a program of study?

Yes No

9.19 Was the team able to verify the backup documentation to support the placement rate for the program(s) as reported on the last Campus Accountability Report (formerly AIR) submitted to the Council?

Yes No NA, (there have been no graduates)

How many calls to employers or graduates were attempted?

The following number of calls was made to employers for the following programs:

Academic associate's degree in Drafting and Design Technology - 10

Academic associate's degree in Computer Drafting and Design - 10

How many calls to employers or graduates were successful?

The following number of calls, by program, were successful:

Academic associate's degree in Drafting and Design Technology - 0

Academic associate's degree in Computer Drafting and Design - 9

How many of the calls where contact was made with employers or graduates confirmed the employment of the graduate as reported on the CAR? Please explain any discrepancy between the number of successful contacts and confirmations.

All of the calls where contact was made confirmed the employment of the graduates as reported on the 2011 CAR.

9.20 Was documentation on file to verify graduates classified on the CAR as “not available for placement”?

Yes No Not Applicable

9.21 Does the campus participate in Title IV financial aid?

Yes No (*Skip to question 9.24*)

9.22 Does the campus have written documentation of procedures for developing the application of the U.S. Department of Education’s definition of a credit hour?

Yes No Not Applicable (Clock hour programs only)

If Yes, briefly describe the procedures.

In the "credit hour" section on page 61 of the campus' 2012-2013 catalog, volume 22, the campus policy regarding homework is contained in the "Residence Courses" paragraph.

9.23 Is there evidence that out-of-class work or the equivalency is being evaluated?

Yes No Not Applicable (Clock hour programs only)

If No, insert the section number in parentheses and explain:

(Section 2-2-503(a)): The team did not find adequate evidence that out-of-class work or the equivalency is being evaluated in all courses. Discussion with instructors indicated as little as two hours and no more than seven hours of out-of-class work were assigned per four credit hours of classroom or direct faculty instruction. Students in the Drafting and Design program estimated an average of four hours a week of out-of-class work. Eight to nine hours of out-of-class work would be required by the criteria or evaluation.

9.24 Are the following appropriate to adequately support the number and nature of the program?

(a) Facilities

Yes No

(b) Instructional equipment

Yes No

(c) Resources

Yes No

(d) Personnel

Yes No

9.25 Reviewed at Academic Administrative Center.

ACADEMIC ASSOCIATE'S, BACHELOR'S, AND MASTER'S, DEGREES ONLY

9.30 Are teaching loads reasonable?

Yes No

GENERAL COMMENTS:

The Drafting and Design program permits the student to learn several different design computer programs, AutoCadd, Revit and Inventor are a few examples. This will allow the student to have more career opportunities in several industries.

9. PROGRAM EVALUATION

Bachelor's Degree in Construction Management

ALL PROGRAMS

9.01 See response from Academic Administrative Center.

(a) See response from Academic Administrative Center.

(b) See response from Academic Administrative Center.

(c) See response from Academic Administrative Center.

(d) See response from Academic Administrative Center.

If No for this campus, does the Campus Effectiveness Plan (CEP) include an improvement plan for this program with data, analysis and activities to meet or exceed Council requirements?

Yes No

9.02 Who is assigned to administer the academic program(s), and what are this person's qualifications?

Mr. Rafil Dabbagh is the chairperson of the school of Drafting and Design and the Construction Management program. His bachelor's of science degree is from the University of Baghdad (Iraq) and has been approved by the Foreign Academic Credentials Services (NACES) as equivalent to a bachelor's degree earned at a regionally accredited college in the United States. He has six years relevant industry experience. He has been an adjunct instructor at ITT Technical Institute, Kansas City since 2007. He has held the chairperson position since 2011.

9.03 Does this individual possess appropriate academic or experiential qualifications?

Yes No

- 9.04 Is there evidence that the program administrator has sufficient authority and responsibility for the administration of the educational program(s)?
 Yes No
- 9.05 Are the time and resources devoted to the administration of the educational program(s) sufficient?
 Yes No
- 9.06 Does the program meet the needs of its students and the requirements of the council as shown by student achievement outcomes which meet or exceed the standards for the following areas:
 (a) Student retention rate of 62%
 Yes No Not applicable (new branch only)
 (b) Student placement rate of 58%
 Yes No Not applicable (new branch only)
- If No for either item or if the data is not available, does the Campus Effectiveness Plan (CEP) include data, analysis and activities to meet or exceed the relevant standard:
 Yes No
- 9.07 List the community resources and how they are utilized to enrich the program(s).
 The team found evidence that the effective use of community resources are utilized to enrich the program. The program has had five guest speakers and one field trip and there is also a program advisory committee (PAC) that meets twice per year. The PAC serves to encourage utilization of guest speakers.
- 9.08 Are these resources sufficient?
 Yes No
- 9.09 Reviewed at Academic Administrative Center.
- 9.10 Does the catalog and/or other advertising material such as brochures and web site, accurately describe the program and its objectives?
 Yes No
- 9.11 For programs that include practica, externships, or internships, does the institution have a written and mutually signed agreement that outlines the arrangement between the institution and the practicum site, including specific learning objectives, course requirements, and evaluation criteria?
 Yes No NA, (these elements are not part of the program or no student is far enough along in the program)
- 9.12 Reviewed at Academic Administrative Center.
- 9.13 Are independent studies used appropriately, and is there a signed contract that meets Council standards?
 Yes No NA
- 9.14 Reviewed at Academic Administrative Center.
- 9.15 Are course prerequisites being followed?
 Yes No

9.16 Is an appropriately detailed syllabus on file for each course that includes:

- (a) Title and course descriptions
 Yes No
- (b) Course numbers
 Yes No
- (c) Course prerequisites and/or corequisites
 Yes No
- (d) Instructional contact hours/credits
 Yes No
- (e) Learning objectives
 Yes No
- (f) Instructional materials and references
 Yes No
- (g) Topical outline of the course
 Yes No
- (h) Instructional methods
 Yes No
- (i) Assessment criteria
 Yes No
- (j) Method of evaluating students
 Yes No
- (k) Date the syllabus was last reviewed
 Yes No

For campuses participating in Title IV that have lecture courses in credit hour programs or clock-to-credit hour programs only:

- (l) Out-of-class work assignments that support the learning objectives for the course
 Yes No
- (m) A description of the minimum amount of time a student is expected to spend on completion of the work assignments
 Yes No

If *No*, insert the section number in parentheses, list the courses, and explain:

(Section 3-1-513(a) and Glossary): Course syllabi do not include, as appropriate, out-of-class work assignments that support the learning objectives for most courses. Although the campus provided samples of some graded homework assignments, the majority of syllabi provided to the team did not indicate that homework or outside assignments were required and homework assignments were not included as any percent of the final grade.

9.17 Do students confirm that they receive a course syllabus and that it is followed?

- Yes No

9.18 Are the courses available when needed by the student in the normal pursuit of a program of study?

- Yes No

9.19 Was the team able to verify the backup documentation to support the placement rate for the program(s) as reported on the last Campus Accountability Report (formerly AIR) submitted to the Council?

- Yes No NA, (there have been no graduates)

How many calls to employers or graduates were attempted?

There were two calls made to employers and graduates.

How many calls to employers or graduates were successful?

There was one successful call to employers and graduates.

How many of the calls where contact was made with employers or graduates confirmed the employment of the graduate as reported on the CAR? Please explain any discrepancy between the number of successful contacts and confirmations.

The successful contact confirmed the employment of the graduate as reported on the 2011 CAR.

9.20 Was documentation on file to verify graduates classified on the CAR as “not available for placement”?

- Yes No Not Applicable

- 9.21 Does the campus participate in Title IV financial aid?
 Yes No (*Skip to question 9.24*)
- 9.22 Does the campus have written documentation of procedures for developing the application of the U.S. Department of Education's definition of a credit hour?
 Yes No Not Applicable (Clock hour programs only)
- 9.23 Is there evidence that out-of-class work or the equivalency is being evaluated?
 Yes No Not Applicable (Clock hour programs only)

If Yes, briefly describe the documentation of evaluation viewed on site.

Visitation with instructors and students verified evaluation of homework and provided examples of current work that is to be handed back to students.

- 9.24 Are the following appropriate to adequately support the number and nature of the program?
- (a) Facilities
 Yes No
- (b) Instructional equipment
 Yes No
- (c) Resources
 Yes No
- (d) Personnel
 Yes No

9.25 Reviewed at Academic Administrative Center.

NONDEGREE PROGRAMS, OCCUPATIONAL ASSOCIATE'S, ACADEMIC ASSOCIATE'S, AND BACHELOR'S DEGREES ONLY

- 9.27 Do the faculty members' qualifications meet the minimum requirements outlined in the Accreditation Criteria, and are their qualifications academically and experientially appropriate to the subject matter they teach and the level of the credential awarded?
 Yes No
- 9.28 Is the size of the faculty appropriate to the total student enrollment?
 Yes No

OCCUPATIONAL ASSOCIATE'S, ACADEMIC ASSOCIATE'S, BACHELOR'S AND MASTER'S DEGREES ONLY

- 9.29 Is an adequate core of full- and part-time faculty employed to ensure sound direction and continuity of development for the program?
 Yes No NA, hiring responsibility is at Academic Administrative Center.

ACADEMIC ASSOCIATE'S, BACHELOR'S, AND MASTER'S, DEGREES ONLY

- 9.30 Are teaching loads reasonable?
 Yes No

BACHELOR'S DEGREES ONLY

- 9.43 Reviewed at Academic Administrative Center.
- 9.44 Reviewed at Academic Administrative Center.
- 9.45 Reviewed at Academic Administrative Center.

9.46 Reviewed at Academic Administrative Center.

9.47 Is enrollment in the third and fourth years of the bachelor's program sufficient to support regularly scheduled classes and laboratory work?

Yes No N A, (no students in the third and fourth years)

9.48 Reviewed at Academic Administrative Center.

GENERAL COMMENTS:

The program leadership is very positive and cooperative in helping with materials needed for this visit.

9. PROGRAM EVALUATION

Academic Associate's Degree in Paralegal Studies

ALL PROGRAMS

9.01 See response from AAC

(a) See response from Academic Administrative Center.

(b) See response from Academic Administrative Center.

(c) See response from Academic Administrative Center.

(d) See response from Academic Administrative Center.

If No for this campus, does the Campus Effectiveness Plan (CEP) include an improvement plan for this program with data, analysis and activities to meet or exceed Council requirements?

Yes No

9.02 Who is assigned to administer the academic program(s), and what are this person's qualifications?

Ms. Julia Viles is assigned to administer the Paralegal program. Ms. Viles holds a master's degree in Management from University of Phoenix (Kansas City, Missouri) and a bachelor's degree in Criminal Justice and Criminology from University of Missouri Kansas City (Kansas City, Missouri). Ms. Viles is supported by Ms. Wendy Staton, the paralegal lead instructor/subject matter specialist. Ms. Staton has a master's degree in Legal Analysis and a certificate in Paralegal Studies from Webster University (Kansas City, Missouri) and a bachelor's degree in Criminal Justice from University of Central Missouri (Warrensburg, Missouri).

9.03 Does this individual possess appropriate academic or experiential qualifications?

Yes No

9.04 Is there evidence that the program administrator has sufficient authority and responsibility for the administration of the educational program(s)?

Yes No

9.05 Are the time and resources devoted to the administration of the educational program(s) sufficient?

Yes No

9.06 Does the program meet the needs of its students and the requirements of the council as shown by student achievement outcomes which meet or exceed the standards for the following areas:

(a) Student retention rate of 62%

Yes No Not applicable (new branch only)

(b) Student placement rate of 58%

Yes No Not applicable (new branch only)

If No for either item or if the data is not available, does the Campus Effectiveness Plan (CEP) include data, analysis and activities to meet or exceed the relevant standard:

Yes No

If No insert section numbers 2-1-809, 3-1-512 and 3-1-111 in parentheses and explain:

To meet the retention goal of 65%, the institution is focusing on activities that will assist in increasing its graduation rate.

9.07 List the community resources and how they are utilized to enrich the program(s).

The paralegal program has an active advisory board that consists of attorneys and paralegals in the community. The students have gone on field trips to the law library, and law offices. Several local attorneys have come in as guest speakers.

9.08 Are these resources sufficient?

Yes No

9.09 Reviewed at Academic Administrative Center.

9.10 Does the catalog and/or other advertising material such as brochures and web site, accurately describe the program and its objectives?

Yes No

9.11 For programs that include practica, externships, or internships, does the institution have a written and mutually signed agreement that outlines the arrangement between the institution and the practicum site, including specific learning objectives, course requirements, and evaluation criteria?

Yes No NA, (these elements are not part of the program or no student is far enough along in the program)

9.12 Reviewed at Academic Administrative Center.

9.13 Are independent studies used appropriately, and is there a signed contract that meets Council standards?

Yes No NA

9.14 Reviewed at Academic Administrative Center.

9.15 Are course prerequisites being followed?

Yes No

9.16 Is an appropriately detailed syllabus on file for each course that includes:

(a) Title and course descriptions

Yes No

(b) Course numbers

Yes No

(c) Course prerequisites and/or corequisites

Yes No

(d) Instructional contact hours/credits

Yes No

(e) Learning objectives

Yes No

(f) Instructional materials and references

Yes No

(g) Topical outline of the course

Yes No

(h) Instructional methods

Yes No

(i) Assessment criteria

Yes No

(j) Method of evaluating students

Yes No

(k) Date the syllabus was last reviewed

Yes No

For campuses participating in Title IV that have lecture courses in credit hour programs or clock-to-credit hour programs only:

(l) Out-of-class work assignments that support the learning objectives for the course

Yes No

(m) A description of the minimum amount of time a student is expected to spend on completion of the work assignments

Yes No

If No, insert the section number in parentheses, list the courses, and explain:

Section 3-1-513(a) and Glossary: Course syllabi do not include, as appropriate, out -of-class work assignments that support the learning objectives for most courses. There is not a description in the syllabus of the minimum amount of time the student is expected to spend on completion of the work assignments. Although the campus provided samples of some graded homework assignments, the syllabi provided to the team did not indicate that homework or outside assignments were required and homework assignments were not included as any percent of the final grade.

9.17 Do students confirm that they receive a course syllabus and that it is followed?

Yes No

9.18 Are the courses available when needed by the student in the normal pursuit of a program of study?

Yes No

9.19 Was the team able to verify the backup documentation to support the placement rate for the program(s) as reported on the last Campus Accountability Report (formerly AIR) submitted to the Council?

Yes No NA, (there have been no graduates)

How many calls to employers or graduates were attempted?

None – there have been no graduates.

How many calls to employers or graduates were successful?

None – there have been no graduates.

How many of the calls where contact was made with employers or graduates confirmed the employment of the graduate as reported on the CAR? Please explain any discrepancy between the number of successful contacts and confirmations.

None – there have been no graduates.

9.20 Was documentation on file to verify graduates classified on the CAR as “not available for placement”?

Yes No Not Applicable

9.21 Does the campus participate in Title IV financial aid?

Yes No (Skip to question 9.24)

9.22 Does the campus have written documentation of procedures for developing the application of the U.S. Department of Education’s definition of a credit hour?

Yes No Not Applicable (Clock hour programs only)

If Yes, briefly describe the procedures.

In the "credit hour" section on page 62 of the campus 2012-2013 catalog, volume 22, the campus policy regarding homework is contained in the "Residence Courses" paragraph.

9.23 Is there evidence that out-of-class work or the equivalency is being evaluated?

Yes No Not Applicable (Clock hour programs only)

If *No*, insert the section number in parentheses and explain:

(Section 2-2-503(a)): There is insufficient evidence that out-of-class work or the equivalency is being evaluated in all courses. Instructors and students confirmed they were doing out-of-class work that was equivalent to two to three hours per week.

9.24 Are the following appropriate to adequately support the number and nature of the program?

(a) Facilities

Yes No

(b) Instructional equipment

Yes No

(c) Resources

Yes No

(d) Personnel

Yes No

9.25 Renewed at Academic Administrative Center.

NONDEGREE PROGRAMS, OCCUPATIONAL ASSOCIATE'S, ACADEMIC ASSOCIATE'S, AND BACHELOR'S DEGREES ONLY

9.27 Do the faculty members' qualifications meet the minimum requirements outlined in the Accreditation Criteria, and are their qualifications academically and experientially appropriate to the subject matter they teach and the level of the credential awarded?

Yes No

9.28 Is the size of the faculty appropriate to the total student enrollment?

Yes No

OCCUPATIONAL ASSOCIATE'S, ACADEMIC ASSOCIATE'S, BACHELOR'S AND MASTER'S DEGREES ONLY

9.29 Is an adequate core of full- and part-time faculty employed to ensure sound direction and continuity of development for the program?

Yes No NA, hiring responsibility is at AAC

ACADEMIC ASSOCIATE'S, BACHELOR'S, AND MASTER'S, DEGREES ONLY

9.30 Are teaching loads reasonable?

Yes No

ACADEMIC ASSOCIATE'S DEGREES ONLY

9.38 Reviewed at Academic Administrative Center.

9.39 Reviewed at Academic Administrative Center.

9.40 Reviewed at Academic Administrative Center.

9.41 Is enrollment in the second academic year of the two-year program sufficient to support regularly scheduled classes?

Yes No Not Applicable (no students in the second year)

9.42 Reviewed at Academic Administrative Center.

9. PROGRAM EVALUATION

Academic Associate's Degree in Business Management

Bachelor's Degree in Project Management

Bachelor's Degree in Project Management Administration

Bachelor's Degree in Project Management and Administration, Construction Option

Bachelor's Degree in Project Management and Administration, Information Technology Option

ALL PROGRAMS

9.01 See response from Academic Administrative Center.

- (a) See response from Academic Administrative Center.
- (b) See response from Academic Administrative Center.
- (c) See response from Academic Administrative Center.
- (d) See response from Academic Administrative Center.

If No for this campus, does the Campus Effectiveness Plan (CEP) include an improvement plan for this program with data, analysis and activities to meet or exceed Council requirements?

Yes No

9.02 Who is assigned to administer the academic program(s), and what are this person's qualifications?

Ms. Julia Viles is assigned to administer the academic programs of academic associate's degree of Business Management, bachelor's degree in Project Management, bachelor's degree in Project Management and Administration, bachelor's degree in Project Management and Administration with a concentration in Construction Option, and bachelor's degree in Project Management and Administration with an Information Technology Option. Ms. Viles holds a bachelor's degree in Criminal Justice from the University of Missouri, a bachelor's degree in Sociology from the University of Missouri, and a master's degree in Management from the University of Phoenix. Project Management has three separate concentrations. Ms. Viles receives subject matter and curriculum-related support for the Construction Option and Information Technology Option from the chairs of those departments. Ms. Viles has recently started attending classes to earn her master's degree in Information Assurance and Security from Capella University. Ms. Viles is a dedicated manager with over nine years' experience in retail and education. Prior to joining ITT Technical Institute, Ms. Viles worked for Community America Credit Union conducting investigations related to retail crimes.

9.03 Does this individual possess appropriate academic or experiential qualifications?

Yes No

9.04 Is there evidence that the program administrator has sufficient authority and responsibility for the administration of the educational program(s)?

Yes No

9.05 Are the time and resources devoted to the administration of the educational program(s) sufficient?

Yes No

9.06 Does the program meet the needs of its students and the requirements of the council as shown by student achievement outcomes which meet or exceed the standards for the following areas:

(a) Student retention rate of 62%

Yes No Not applicable (new branch only)

(b) Student placement rate of 58%

Yes No Not applicable (new branch only)

If No for either item or if the data is not available, does the Campus Effectiveness Plan (CEP) include data, analysis and activities to meet or exceed the relevant standard:

Yes No

9.07 List the community resources and how they are utilized to enrich the program(s).

The team found, after a review of the community resources binder and after speaking with the Business program chairperson that the Business and Project Management programs are currently not utilizing community resources. The team was shown one technology related resource, but found the resources insufficient for business and project management students. The team found a greater need for program specific speakers, field trips, outside resources, and other related resources to this program. The program has been in existence for nine months without appropriate resources.

9.08 Are these resources sufficient?

Yes No

If No, insert the section number in parentheses and explain:

(Section 3-1-512(c)): The team found that resources of the community are not being utilized to enrich the business and project management programs.

9.09 Reviewed at Academic Administrative Center.

9.10 Does the catalog and/or other advertising material such as brochures and web site, accurately describe the program and its objectives?

Yes No

9.11 For programs that include practica, externships, or internships, does the institution have a written and mutually signed agreement that outlines the arrangement between the institution and the practicum site, including specific learning objectives, course requirements, and evaluation criteria?

Yes No NA, (these elements are not part of the program or no student is far enough along in the program)

9.12 Reviewed at Academic Administrative Center.

9.13 Are independent studies used appropriately, and is there a signed contract that meets Council standards?

Yes No NA

If No, insert the section number in parentheses and explain:

While the school uses independent studies on occasion, the programs evaluated in this section are not currently utilizing independent studies.

9.14 Reviewed at Academic Administrative Center.

9.15 Are course prerequisites being followed?

Yes No

9.16 Is an appropriately detailed syllabus on file for each course that includes:

(a) Title and course descriptions

Yes No

(b) Course numbers

Yes No

(c) Course prerequisites and/or corequisites

Yes No

(d) Instructional contact hours/credits

Yes No

(e) Learning objectives

Yes No

(f) Instructional materials and references

Yes No

(g) Topical outline of the course

Yes No

(h) Instructional methods

Yes No

(i) Assessment criteria

Yes No

(j) Method of evaluating students

Yes No

(k) Date the syllabus was last reviewed

Yes No

For campuses participating in Title IV that have lecture courses in credit hour programs or clock-to-credit hour programs only:

(l) Out-of-class work assignments that support the learning objectives for the course

Yes No

(m) A description of the minimum amount of time a student is expected to spend on completion of the work assignments

Yes No

If *No*, insert the section number in parentheses, list the courses, and explain:

(Section 3-1-513(a) and Glossary): Course syllabi do not include, as appropriate, out-of-class work assignments that support the learning objectives for most courses. Although the campus provided samples of some graded homework assignments, the majority of syllabi provided to the team did not indicate that homework or outside assignments were required and homework assignments were not included as any percent of the final grade.

9.17 Do students confirm that they receive a course syllabus and that it is followed?

Yes No

9.18 Are the courses available when needed by the student in the normal pursuit of a program of study?

Yes No

9.19 Was the team able to verify the backup documentation to support the placement rate for the program(s) as reported on the last Campus Accountability Report (formerly AIR) submitted to the Council?

Yes No NA, (there have been no graduates)

How many calls to employers or graduates were attempted?

The following number of calls was made to employers for the following programs:

Academic associate's degree in Business Management – 0

Bachelor's of science degree in Project Management – 2

Bachelor's of science degree in Project Management and Administration – 0

Bachelor's of science degree in Project Management and Administration, Construction Option – 1

Bachelor's of science degree in Project Management and Administration – Information Technology Option - 0

How many calls to employers or graduates were successful?

The following number or calls, by program, was successful:

Bachelor's of science degree in Project Management – 2

Bachelor's of science degree in Project Management and Administration, Construction Option – 1

How many of the calls where contact was made with employers or graduates confirmed the employment of the graduate as reported on the CAR? Please explain any discrepancy between the number of successful contacts and confirmations.

All of the calls where contact was made confirmed the employment of the graduates as reported on the 2011 CAR.

9.20 Was documentation on file to verify graduates classified on the CAR as “not available for placement”?

Yes No Not Applicable

9.21 Does the campus participate in Title IV financial aid?
 Yes No (*Skip to question 9.24*)

9.22 Does the campus have written documentation of procedures for developing the application of the U.S. Department of Education's definition of a credit hour?
 Yes No Not Applicable (Clock hour programs only)

If *Yes*, briefly describe the procedures.

In the "credit hour" section on page 61 of the campus' 2012-2013 catalog, volume 22, the campus policy regarding homework is contained in the "Residence Courses" paragraph.

9.23 Is there evidence that out-of-class work or the equivalency is being evaluated?
 Yes No Not Applicable (Clock hour programs only)

If *No*, insert the section number in parentheses, list the courses, and explain:

(Section 2-2-503(a)): All business and project management courses are covered in this paragraph. Instructors and students did verify that outside work is being performed and graded, but the team has found that the work is inadequate to complete the hours mandated by the Department of Education of two hours outside work for each credit hour of classroom time.

9.24 Are the following appropriate to adequately support the number and nature of the program?

(a) Facilities

Yes No

(b) Instructional equipment

Yes No

(c) Resources

Yes No

(d) Personnel

Yes No

9.25 - reviewed at AAC

NONDEGREE PROGRAMS, OCCUPATIONAL ASSOCIATE'S, ACADEMIC ASSOCIATE'S, AND BACHELOR'S DEGREES ONLY

9.27 Do the faculty members' qualifications meet the minimum requirements outlined in the Accreditation Criteria, and are their qualifications academically and experientially appropriate to the subject matter they teach and the level of the credential awarded?

Yes No

9.28 Is the size of the faculty appropriate to the total student enrollment?

Yes No

OCCUPATIONAL ASSOCIATE'S, ACADEMIC ASSOCIATE'S, BACHELOR'S AND MASTER'S DEGREES ONLY

9.29 Is an adequate core of full- and part-time faculty employed to ensure sound direction and continuity of development for the program?

Yes No NA, hiring responsibility is at AAC

ACADEMIC ASSOCIATE'S, BACHELOR'S, AND MASTER'S, DEGREES ONLY

9.30 Are teaching loads reasonable?

Yes No

9.33 Reviewed at AAC

ACADEMIC ASSOCIATE'S DEGREES ONLY

9.38 Reviewed at Academic Administrative Center.

9.39 Reviewed at Academic Administrative Center.

9.40 Reviewed at Academic Administrative Center.

9.41 Is enrollment in the second academic year of the two-year program sufficient to support regularly scheduled classes?

Yes No Not Applicable (no students in the second year)

9.42 Reviewed at Academic Administrative Center.

BACHELOR'S DEGREES ONLY

9.43 Reviewed at Academic Administrative Center.

9.44 Reviewed at Academic Administrative Center.

9.45 Reviewed at Academic Administrative Center.

9.46 Reviewed at Academic Administrative Center.

9.47 Is enrollment in the third and fourth years of the bachelor's program sufficient to support regularly scheduled classes and laboratory work?

Yes No N A, (no students in the third and fourth years)

9.48 Reviewed at Academic Administrative Center.

9. PROGRAM EVALUATION

Academic Associate in Criminal Justice

Bachelor's of Science in Criminal Justice

Academic Associate's in Criminal and Forensic Technology

ALL PROGRAMS

9.01 See response from AAC

(a) See response from AAC

(b) See response from AAC

(c) See response from AAC

(d) See response from AAC

9.02 Who is assigned to administer the academic program(s), and what are this person's qualifications?

Ms. Julia Viles is assigned to administer the Criminal Justice programs. Ms. Viles has a bachelor's degree in Criminal Justice and Criminology from the University of Missouri-Kansas City and a master's degree in Management from the University of Phoenix. Ms. Viles has been the Criminal Justice chair since May of 2010. Prior to joining ITT Technical Institute, Ms. Viles worked as a loss prevention specialist for Community America Credit Union from 2006 to 2010. She worked for The Jones Store/Macy's from 2002 to 2007 beginning as a loss prevention agent, then the assistant loss prevention manager and finally as the loss prevention manager for the store.

9.03 Does this individual possess appropriate academic or experiential qualifications?

Yes No

- 9.04 Is there evidence that the program administrator has sufficient authority and responsibility for the administration of the educational program(s)?
 Yes No
- 9.05 Are the time and resources devoted to the administration of the educational program(s) sufficient?
 Yes No
- 9.06 Does the program meet the needs of its students and the requirements of the council as shown by student achievement outcomes which meet or exceed the standards for the following areas:
(a) Student retention rate of 62%
 Yes No Not applicable (new branch only)
(b) Student placement rate of 58%
 Yes No Not applicable (new branch only)
- 9.07 List the community resources and how they are utilized to enrich the program(s).
The Criminal Justice program has a goal of a minimum of two guest speakers and/or field trips per quarter. Students have participated in a tour of the Wyndotte County jail. Guest speakers have included a FBI (Federal Bureau of Investigation) agent and a TSA (Transportation Safety Administration) agent among others. The program also makes use of a program advisory committee.
- 9.08 Are these resources sufficient?
 Yes No
- 9.09 Reviewed at AAC
- 9.10 Does the catalog and/or other advertising material such as brochures and web site, accurately describe the program and its objectives?
 Yes No
- 9.11 For programs that include practica, externships, or internships, does the institution have a written and mutually signed agreement that outlines the arrangement between the institution and the practicum site, including specific learning objectives, course requirements, and evaluation criteria?
 Yes No NA, (these elements are not part of the program or no student is far enough along in the program)
- 9.12 Reviewed at AAC
- 9.13 Are independent studies used appropriately, and is there a signed contract that meets Council standards?
 Yes No NA
- 9.14 Reviewed at AAC
- 9.15 Are course prerequisites being followed?

Yes No

9.16 Is an appropriately detailed syllabus on file for each course that includes:

(a) Title and course descriptions

Yes No

(b) Course numbers

Yes No

(c) Course prerequisites and/or corequisites

Yes No

(d) Instructional contact hours/credits

Yes No

(e) Learning objectives

Yes No

(f) Instructional materials and references

Yes No

(g) Topical outline of the course

Yes No

(h) Instructional methods

Yes No

(i) Assessment criteria

Yes No

(j) Method of evaluating students

Yes No

(k) Date the syllabus was last reviewed

Yes No

For campuses participating in Title IV that have lecture courses in credit hour programs or clock-to-credit hour programs only:

(l) Out-of-class work assignments that support the learning objectives for the course

Yes No

(m) A description of the minimum amount of time a student is expected to spend on completion of the work assignments

Yes No

If *No*, insert the section number in parentheses, list the courses, and explain:

(Section 3-1-513(a) and Glossary): Course syllabi do not include, as appropriate, out-of-class work assignments that support the learning objectives for the Criminal Justice courses. Although the campus provided samples of some graded homework assignments, all of the criminal justice program's syllabi provided to the team did not indicate that homework or outside assignments were required and homework assignments were not included as any percent of the final grade.

9.17 Do students confirm that they receive a course syllabus and that it is followed?

Yes No

9.18 Are the courses available when needed by the student in the normal pursuit of a program of study?

Yes No

9.19 Was the team able to verify the backup documentation to support the placement rate for the program(s) as reported on the last Campus Accountability Report (formerly AIR) submitted to the Council?

Yes No NA, (there have been no graduates)

How many calls to employers or graduates were attempted?

The following number of calls was made to employers for the following programs:

Academic Associate's in Criminal Justice - 9

Bachelor of Science in Criminal Justice – 8

How many calls to employers or graduates were successful?

The following number of calls, by program, was successful:

Academic Associate's in Criminal Justice - 6

Bachelor of Science in Criminal Justice – 6

How many of the calls where contact was made with employers or graduates confirmed the employment of the graduate as reported on the CAR? Please explain any discrepancy between the number of successful contacts and confirmations.

All of the calls where contact was made confirmed the employment of the graduates as reported on the 2011 CAR.

9.20 Was documentation on file to verify graduates classified on the CAR as “not available for placement”?

Yes No Not Applicable

9.21 Does the campus participate in Title IV financial aid?

Yes No (*Skip to question 9.24*)

9.22 Does the campus have written documentation of procedures for developing the application of the U.S. Department of Education's definition of a credit hour?

Yes No Not Applicable (Clock hour programs only)

If *Yes*, briefly describe the procedures.

In the "credit hour" section on pages 61 and 62 of the campus' 2012-2013 catalog, volume 9, the campus policy regarding homework is contained in the "Residence Courses" paragraph.

9.23 Is there evidence that out-of-class work or the equivalency is being evaluated?

Yes No Not Applicable (Clock hour programs only)

If *No*, insert the section number in parentheses and explain:

(Section 2-2-503(a)): The team did not find adequate evidence that out-of-class work or the equivalency is being evaluated in all courses. Discussion with instructors indicated as little as two hours and no more than seven hours of out-of-class work were assigned per four credit hours to 4.5 credit hours of classroom or direct faculty instruction. Students in the Criminal Justice program estimated an average of three hours a week of out-of-class work. Eight to nine hours of out-of-class work would be required by the criteria for evaluation.

9.24 Are the following appropriate to adequately support the number and nature of the program?

(a) Facilities

Yes No

(b) Instructional equipment

Yes No

(c) Resources

Yes No

(d) Personnel

Yes No

9.25 - reviewed at AAC

NONDEGREE PROGRAMS, OCCUPATIONAL ASSOCIATE'S, ACADEMIC ASSOCIATE'S, AND BACHELOR'S DEGREES ONLY

9.27 Do the faculty members' qualifications meet the minimum requirements outlined in the Accreditation Criteria, and are their qualifications academically and experientially appropriate to the subject matter they teach and the level of the credential awarded?

Yes No

9.28 Is the size of the faculty appropriate to the total student enrollment?

Yes No

OCCUPATIONAL ASSOCIATE'S, ACADEMIC ASSOCIATE'S, BACHELOR'S AND MASTER'S DEGREES ONLY

9.29 Is an adequate core of full- and part-time faculty employed to ensure sound direction and continuity of development for the program?

Yes No NA, hiring responsibility is at AAC

ACADEMIC ASSOCIATE'S, BACHELOR'S, AND MASTER'S, DEGREES ONLY

9.30 Are teaching loads reasonable?

Yes No

ACADEMIC ASSOCIATE'S DEGREES ONLY

9.38 Reviewed at AAC

9.39 Reviewed at AAC

9.40 Reviewed at AAC

9.41 Is enrollment in the second academic year of the two-year program sufficient to support regularly scheduled classes?

Yes No Not Applicable (no students in the second year)

9.42 Reviewed at AAC

SUMMARY

The institution is not in compliance with the *Accreditation Criteria* in the following areas:

<u>Number</u>	<u>Citation</u>	<u>Summary Statement</u>
1.	Section 3-1-513(a) and Glossary	The syllabi do not contain language specific to out-of-work assignments that support the learning objectives for several courses (pages 28, 33, 34, 38, 39, 43, 46, 51, and 55).
2.	Section 2-2-503(a)	There is no evidence that out of class work or the equivalency is being evaluated in all courses (pages 29, 38, 44, 52, and 56).
3.	Section 3-1-512(c)	There are insufficient community resources to support two programs (page 54).

REEVALUATION REPORT

ITT Technical Institute

9159 East 41st Terrace

Kansas City, MO 64133

ACICS ID Code: 00021681

Dr. Dave Roustio, Campus Director (DRoustio@itt-tech.edu)

INSTITUTIONAL E-MAIL (Regulatory029@itttech.edu)

MAIN

9511 Angola Court

Indianapolis, IN 46268

ACICS ID Code: 00016040

INSTITUTIONAL E-MAIL (Regulatory011@itt-tech.edu)

October 11-12, 2012

Mrs. Jan M. Gordon	Chair	Spencerian College	Louisville, KY
Ms. Maura K. Wilson	Student Relations Specialist	Flagler College, Retired	Albany, OR
Mr. Glen E. Miller	Educational Activities	Southwestern College	Cincinnati, OH
Mr. Keith W. Reed	Project/Business Management Specialist	Lincoln College of Technology	Maineville, OH
Mr. William P. Fox	Criminal Justice Specialist	Retired	Lake City, PA
Ms. Kimberly Mears	Paralegal Specialist	University Medical Center	Las Vegas, NV
Mr. Harold B. Grimes	Construction Specialist	Redstone College	Federal Heights, CO
Dr. Norbert Joseph Thomas	Graphic / Visual Communications / Software Development Specialist	Winona State University	Clear Lake, IA

Dr. David Pak	Network Administrative Specialist	Ivy Christian College	Ashburn, VA
Mr. Timothy A. Peterson	Electronics Specialist	Brown College, Retired	Minneapolis, MN
Mr. Robert Mitchell	Computer Drafting / Drafting and Design Specialist	Sullivan College of Technology & Design	Louisville, KY
Ms. Lisa Bynoe	ACICS Staff Representative	Associate Professor of Business	Charlotte, NC

PROGRAMS OFFERED BY

ITT Technical Institute 00021681

Kansas City, MO

CREDENTIAL EARNED (Certificate, Diploma, Occupational Associate's, Academic Associate's, Bachelor's, Master's, or Doctoral)	APPROVED PROGRAM TITLE	CLOCK HRS.	QTR. HRS.	ENROLL: FT (full- time) / PT (part- time)	AIR RETENTION & PLACEMENT			
					2011		2010	
					Ret.	Pla.	Ret.	Pla.
Academic Associate's	Business Management		90	10/4	N/A	N/A	N/A	N/A
Bachelor's	**Business Management		180	N/A	N/A	N/A	N/A	N/A
Bachelor's	Project Management Administration		180	5/0	N/A	N/A	N/A	N/A
Bachelor's	Project Management Administration- Construction		180	6/0	N/A	N/A	N/A	N/A
Bachelor's	Project Management Administration- Information Technology		180	1/0	N/A	N/A	N/A	N/A
Academic Associate's	Criminology and Forensic Technology		90	29/7	N/A	N/A	N/A	N/A
Academic Associate's	Criminal Justice		96	18/9	68.0%	84.6%	54.97%	100%
Academic Associate's	**Paralegal		90	N/A	N/A	N/A	N/A	N/A
Academic Associate's	Paralegal Studies		96	2/1	51.4%	N/A	75%	N/A
Bachelor's	Criminal Justice		180	18/9	79.6%	58.8%	84.29%	76.47%
Academic Associate's	Computer Drafting and Design		96	19/1	70.3%	69.0%	71.65%	81.25%
Academic Associate's	Drafting and Design Technology		90	16/7	N/A	N/A	N/A	N/A
Academic Associate's	Graphic Communications and Design		90	28/8	N/A	N/A	N/A	N/A
Academic Associate's	Visual Communications		96	12/3	64.1%	N/A	77.78%	N/A
Bachelor's	Construction Management		180	0/1	84.6%	50%	64.29%	N/A
Academic Associate's	Computer and Electronics Engineering Technology		96	16/8	62%	91.7%	70.7%	95.5%
Academic Associate's	Electrical Engineering Technology		90	49/7	N/A	N/A	N/A	N/A
Bachelor's	Electrical and Communications		180	12/2	93.8%	44.4%	88%	100%

	Engineering and Technology							
Bachelor's	Electrical Engineering and Communications Technology		180	6/2	N/A	N/A	N/A	N/A
Academic Associate's	Information Technology-Computer Network Systems		96	28/11	80.4%	80.2%	77.3%	81%
Academic Associate's	Network Systems Administration		90	64/19	N/A	N/A	N/A	N/A
Academic Associate's	**Software Development Technology		96	0/0	61%	0%	90.3%	N/A
Bachelor's	Information Systems and Cybersecurity		180	37/5	N/A	N/A	N/A	N/A
Bachelor's	Information Systems Security		180	31/3	81.7%	90.5%	86.5%	100%
Bachelor's	**Software Applications Development		180	0/0	N/A	N/A	N/A	N/A
Bachelor's	**Project Management		180	0/0	84.6%	33.3%	90.5%	N/A
TOTAL ENROLLMENT				491				

Notes: Type in bold any retention rate below 60.0% and any placement rate below 65.0%. Delete either *Sem.* or *Qtr.* in the column 3 heading. Add or delete rows as needed.

* Program reviewed for the first time.

** For any program with no enrollment, either identify below the expected date of enrollment or explain the institution's plans regarding the program. Do not evaluate programs with no enrollment.

*** For any program (s) with specialized accreditation, please indicate the specialized agency, and the grant expiration date(s).

****Programs with No Enrollment:**

Bachelor's of science degree in Business Management and associate's degree in Paralegal Studies have not been offered at this location as of this date. Associate's degree in Software Development Technology is being taught out. There are no current enrollments as of the start of the current quarter. The institution will assess interest in re-entries and consider surrendering the program. Bachelor's of science degree in Software Applications Development has been surrendered.

Please use this page to give an overall narrative of the institution and to explain any extenuating circumstances.

The ITT Technical Institute in Kansas City, MO is part of a nationwide system of colleges. The school currently offers academic associate degree programs and bachelor degree programs in several areas of study: project/ business management, criminal justice, computer drafting and design, computer and electronic engineering, paralegal, electronic engineering, graphic communications, computer network systems, visual communications, construction management, and information systems. ITT Technical Institute is owned and operated by ITT Educational Services, Inc. (ITT/ESI), a private college system focused on technology-oriented programs of study. ITT/ESI operates more than 125 ITT Technical Institutes in 37 states, which provide career-focused degree programs to more than 80,000 students. Headquartered in Carmel, Indiana, ITT/ESI has been actively involved in the higher education community in the United States since 1969. ITT Technical Institute Kansas City, MO opened in 2004 and moved to its current location in 2006. The school maintains approval to operate from the Missouri Department of Higher Education. The current demographics of the campus include a 20 percent female population and a 80 percent male population with 34 percent comprised of caucasian or white, non-hispanic, 14 percent of the population african-american or black, non-hispanic, 4 percent

hispanic, asian or pacific islander and 48 percent undisclosed. The campus has a current population of 491 students with the largest program being the associate's of applied science in Network Systems with 83 students. The majority of the students attend during evening classes.

1. MISSION

1.01 Response submitted by Academic Administrative Center

1.02 Response submitted by Academic Administrative Center

1.03 Response submitted by Academic Administrative Center

1.04 Response submitted by Academic Administrative Center

1.05 Are the mission statement and supporting objectives appropriately disclosed in the campus catalog and in other publications that are readily available and understandable to the public?

 Yes No

1.06 Is the campus committed to successful implementation of its mission?

 Yes No**INSTITUTIONAL EFFECTIVENESS**

1.07 Does the campus have a current Campus Effectiveness Plan (CEP)?

 Yes No

1.08 Does the campus have its own CEP, separate from the institution's IEP?

 Yes No

1.09 Does the CEP describe the following?

The characteristics of the programs offered.

 Yes No

The characteristics of the student population.

 Yes No

The types of data that will be used for assessment.

 Yes No

Specific goals to improve the educational processes.

 Yes No

Expected outcomes of the plans.

 Yes No

1.10 Are the following five required elements evaluated in the CEP?

Student retention.

 Yes No

Student placement.

 Yes No Not Applicable (new branch only)

Level of graduate satisfaction.

 Yes No Not Applicable (new branch only)

Level of employer satisfaction.

 Yes No Not Applicable (new branch only)

Student learning outcomes.

 Yes No

- 1.11 Describe the student learning outcomes used by the campus in each program and how these outcomes are being assessed.

Academic benchmarks have been established within each program to ascertain that students comprehend the concepts and understand the practical functions to be performed.

Capstone course grades and outcomes assessment (from capstone rubrics) are indicators of program success or failure. Review of capstone courses is considered essential as part of assessing student learning outcomes. It is the objective of each capstone course that program expertise be clearly evidenced. Many of the ITT Technical Institute programs utilize a capstone course to solidify the student's overall learning process and to determine the level of the student's understanding of the program objectives. Beginning in 2009, the dean began tracking class average grades for capstone courses. This will develop a history of data to be used for analyzing student learning outcomes in future CEPs. Assessment of student learning extends beyond grades, and those measures are included in the campus' overall assessment of a program's success or its deficiencies. Additional tools for assessment include student surveys, faculty feedback, advisory committee feedback, student success, and student engagement. Student engagement is measured by student attendance and the ability to complete program courses. Employers are another resource in measuring the graduate's knowledge and determining the level of learning outcomes. In order to monitor the success level of training efforts, the institute surveys employers to obtain their opinion and input in determining success.

- 1.12 Are the following identified and described in the CEP?

The baseline data for each outcome.

Yes No Not Applicable

The data used by the campus to assess each outcome.

Yes No Not Applicable

How the data was collected.

Yes No Not Applicable

An analysis and summary of the data collected and an explanation of how the data will be used to improve the educational processes.

Yes No Not Applicable

- 1.13 Has the campus published annual placement and retention goals in its CEP that take into account its rates from the last three Campus Accountability (previously referred to as AIR) Reports and that demonstrate its ability to maintain or improve retention and placement outcomes?

Yes No

- 1.14 Has the campus published specific activities that will be undertaken to meet placement and retention goals?

Yes No

- 1.15 Describe the specific activities that the campus will undertake to meet these goals.

The following activities are being implemented to improve placement:

* Career services will identify more opportunities in the areas with lower placement by thoroughly leveraging existing contacts and finding new contacts.

* Career services will continue to monitor the employment status of graduating students.

* Career services will work with employed graduates to establish relationships with employers.

* A career services specialist is assigned to contact and work with graduates weekly and will provide frequent updates on job openings.

The following activities are being implemented to improve retention:

* Students needing additional one-on-one attention will have increased tutoring opportunities with expanded office hours and open lab times.

* Recruitment representatives will be notified when students do not attend class and will call the student to encourage them to return to class.

* Students receiving grades of D or F will be contacted weekly by their instructor.

* School academic chairs will conduct one-on-one follow-up advising with quarter one students after the term begins.

* School chairs will assist with teaching initial classes in an attempt to improve student success.

1.16 Does the campus have documentation to show the following?

(a) That the IEP has been implemented.

Yes No

(b) That specific activities listed in the plan have been completed.

Yes No

(c) That periodic progress reports have been completed.

Yes No

1.17 Who is responsible for implementing and monitoring the CEP? Describe this individual's qualifications. If a committee is utilized please describe the committee.

The CEP is developed, reviewed, analyzed, maintained, and monitored by a campus steering team. The CEP team consists of the director, dean, associate dean, director of finance, director of recruitment, director of career services, registrar, school chairs and faculty representatives from each school of study. The functional directors work within their departmental teams to perform the actions included in the CEP. The campus director, Mr. David Roustio, has the ultimate responsibility to ensure the implementation of the CEP, and the director has been selected to assume the responsibility of coordinating, organizing, and preparing the summary report of the plan. Mr. Roustio has been the campus director since 2009 and holds a master's of science degree from Webster University.

1.18 Does the campus have documentation to show that the CEP is evaluated at least annually?

Yes No

2. ORGANIZATION

2.01 (a) Response submitted by Academic Administrative Center

2.01 (b) Response submitted by Academic Administrative Center

2.01 Is the following information regarding the campus appropriately stated in the catalog?

(c) Names of the administrators.

Yes No

2.02 Does the campus:

(a) Adequately train its employees?

Yes No

(b) Provide them with constant and proper supervision?

Yes No

(c) Evaluate their work?

Yes No

2.03 Is the administration of the campus efficient and effective?

Yes No

2.04 Does the campus maintain written documentation to show that faculty and staff members:

(a) Clearly understand their duties and responsibilities?

Yes No

(b) Know the person to whom they report?

Yes No

(c) Understand the standards by which the success of their work is measured?

Yes No

2.05 Does the administration maintain documentation of the evaluation of the faculty and staff?

Yes No

2.06 Has the campus adopted a policy on academic freedom that has been communicated to the faculty?

Yes No

2.07 Does the campus have an appropriate grievance policy for faculty and staff?

Yes No

2.08 Does the campus catalog or the student handbook contain an appropriate grievance policy for students that includes the name and address of ACICS?

Yes No Not Applicable (initial applicants only)

2.09 Response submitted by Academic Administrative Center

3. ADMINISTRATION

3.01 Is there evidence that the chief on-site administrator(s) or the self-study coordinator for the campus attended an accreditation workshop within 18 months prior to the final submission of the self-study?

Yes No

3.02 Are all staff well trained to carry out administrative functions?

Yes No

3.03 Who is the on-site administrator, and what are this person's qualifications?

The director, Mr. Dave Roustio, is the on-site administrator for the ITT Technical Institute, Kansas City, campus. Mr. Roustio joined ITT Technical Institute on April 15, 2009, in his current role of college director. Mr. Roustio brings 20 years of corporate leadership, human resources, financial management, business operations, and compliance leadership. Mr. Roustio is a graduate of Webster University. He served for 17 years with the May Company and Macy's Department Stores in a variety of corporate training, human resources, and operations roles.

3.04 Does the campus list degrees of staff members in the catalog?

Yes No

If Yes, is appropriate evidence of the degrees on file?

Yes No

3.05 Is there evidence that the campus keeps adequate records to support the following administrative operations?

(a) Response submitted by Academic Administrative Center

(b) Admissions.

Yes No

(c) Response submitted by Academic Administrative Center

(d) Response submitted by Academic Administrative Center

(e) Guidance.

Yes No

(f) Instructional resources.

Yes No

(g) Supplies and equipment.

Yes No

- (h) The school plant.
 Yes No
- (i) Faculty and staff.
 Yes No
- (j) Student activities.
 Yes No
- (k) Student personnel.
 Yes No
- 3.06 Response submitted by Academic Administrative Center.
ITT Institute, Kansas City, does not accept ability-to-benefit students; therefore questions 3.07 through 3.10 are Not Applicable.
- 3.07 Does the campus maintain records for the following that support the admissions determination for ability-to-benefit students?
- (a) Validated test scores.
 Yes No
- (b) Initial and periodic academic advising.
 Yes No
- (c) Initial and periodic career advising.
 Yes No
- 3.08 Is there evidence of documentation that supports the relationship between test cut-off scores and successful academic or employment outcomes for ability-to-benefit students?
 Yes No
- 3.09 Does the campus maintain longitudinal data that compares the test cut-off scores utilized for acceptance with the eventual success of ability-to-benefit students?
 Yes No Not Applicable (campus has not admitted ATB students long enough to have developed such data)
- 3.10 Describe the data used for ability-to-benefit student determination and how it is analyzed.
- 3.11 Do student files contain evidence of graduation from high school or the equivalent?
 Yes No
- 3.12 Are appropriate transcripts maintained for all students?
 Yes No
- 3.13 Is the grading system fully explained on the transcript, and is it consistent with the grading system that appears in the campus catalog?
 Yes No
- 3.14 Are student records protected from theft, fire, water damage, or other possible loss?
 Yes No
- 3.15 Does the campus maintain transcripts for all students indefinitely?
 Yes No
- 3.16 Does the campus maintain admissions data and other records for at least five years from the last date of attendance for all students?
 Yes No

4. RELATIONS WITH STUDENTS

4.01 How many student files were reviewed during the evaluation?

40 files were reviewed during the evaluation.

The team requested 50 student files from the institution during the morning of the first day. After repeated requests, the team was brought the first set of files (graduates) at approximately 4 p.m. The remainder of the files were not brought to the team room until close to the end of the first day of the visit. A staff member had to then be asked to come to the team room and organize the multiple files so that one student's multiple files were stacked together (i.e. admissions file, financial aid file, placement file).

4.02 How does the institution ensure that its student relations reflect high ethical standards?

The institution ensures that its student relations reflect high ethical standards by utilizing policies and procedures that help guide its daily operations, including admissions and student relations. These policies and procedures are consistent with the mission and purpose of the institution and are available to all students and prospective students, both electronically and through other appropriate publications.

4.03 Does the campus have appropriate admissions criteria?

Yes No

4.04 Does the campus contract with third parties for admissions and recruiting purposes?

Yes No

4.05 Is there evidence to document that admissions criteria are applied consistently to all students admitted under the same version of the admissions criteria (e.g., that students admitted into specific programs for the same start date are admitted under the same admissions criteria)?

Yes No

4.06 Reviewed at Academic Administrative Center.

4.07 Is the admissions policy publicly stated?

Yes No

4.08 Is the admissions policy administered as written?

Yes No

4.09 Who is responsible for the oversight of student recruitment at the campus and what are this person's qualifications?

Ms. Barbie Bell is the director of recruitment at the ITT Kansas City campus. Ms. Bell holds a bachelor's degree in Marketing from Central Missouri State University. She has served in this capacity since February, 2011 and served as a representative/manager of recruitment for ITT from 2006 to 2011. Prior to beginning employment with ITT, she served as a marketing coordinator and a medical office specialist for two years.

4.10 Describe the process for the recruitment of new students.

The admissions department receives its prospective student leads from the ITT corporate office's advertising, directly from inquiries on the campus's website, and referrals from other students. An appointment is set with a prospective student to discuss ITT and its programs. The admissions interview is an established electronic format which ensures that all admissions personnel are trained on and deliver the same presentation to prospective students. Following the interview, the prospective student takes a tour of the facility, and if interested, completes an application and enrollment agreement. An appointment is set with financial aid to determine whether the student is eligible for any Title IV funding.

Are these recruiting practices ethical and compatible with the educational objectives of the institution?

Yes No

4.11 Are individuals engaged in admissions or recruitment activities communicating current and accurate information regarding the following?

(a) Courses and programs.

Yes No

(b) Services.

Yes No

(c) Tuition.

Yes No

(d) Terms.

Yes No

(e) Operating policies.

Yes No

4.12 Does the institution use prospective student names obtained as a result of a survey, canvass, or promise of future employment or income while a student, or as a result of other marketing activity?

Yes No

4.13 Does the state in which the campus operates require representatives to be licensed or registered?

Yes No

4.14 Are the titles of recruitment and enrollment personnel appropriate?

Yes No

4.15 Does someone other than recruitment and enrollment personnel make final decisions regarding financial aid eligibility, packaging, awarding, and disbursement?

Yes No

4.16 Are all recruiters supervised by the campus to ensure that their activities are in compliance with all applicable standards?

Yes No

4.17 Reviewed at Academic Administrative Center.

4.18 Is there evidence that the campus properly awards transfer of credit?

Yes No Not Applicable

4.19 Does the campus publicize its transfer credit policies, including policies related to accepting transfer credit from another institution?

Yes No

4.21 Is the standards of satisfactory academic progress policy published in the catalog?

Yes No

If Yes, state the page number(s) where the standards of satisfactory academic progress policy is published?

The standards of satisfactory academic progress (SAP) appear on pages 70-74 of the October 1, 2012 catalog. Additionally, the team was provided with an updated SAP policy statement with an effective date of 7/25/2012.

4.22 Does the standards of satisfactory academic progress (SAP) policy published in the catalog contain the following?

(a) A definition of the maximum time frame allowed for students to complete a program as 1.5 times the normal program length.

Yes No

(b) A schedule that designates the minimum percentage of work that a student must successfully complete at the end of each evaluation increment to complete the program within the maximum time frame.

Yes No

(c) Procedures for re-establishing satisfactory academic progress.

Yes No

(d) A definition of the effects of the following on the CGPA and successful course-completion percentage:

Withdrawals.

Yes No

Incomplete grades.

Yes No

Repeated courses.

Yes No

Non-punitive grades.

Yes No Not Applicable (institution does not offer)

Non-credit or remedial courses.

Yes No Not Applicable (institution does not offer)

A probationary period.

Yes No

An appeal process.

Yes No

An extended-enrollment status.

Yes No Not Applicable (institution does not offer)

The effect when a student changes programs.

Yes No Not Applicable (institution only offers one program of study)

The effect when a student seeks to earn an additional credential.

Yes No Not Applicable (institution only offers one credential)

The implications of transfer credit.

Yes No

4.23 Does the campus apply its SAP standards consistently to all students?

Yes No

4.24 Are students who are not making satisfactory academic progress properly notified?

Yes No Not Applicable (no students are in violation of SAP)

4.25 Is SAP evaluated at the end of each academic year or at 50% of the normal program length if the program is one academic year in length or shorter?

Yes No

4.26 Is SAP evaluated at the end of the second academic year and at the end of each subsequent academic year where students must have a minimum CGPA of 2.0 on a scale of 4.0 or its equivalent?

Yes No Not Applicable (all programs are one year or less)

4.27 Are students who are not making satisfactory academic progress at the end of the second year dismissed?

Yes No Not Applicable (all programs are less than two years)

4.28 Are qualitative and quantitative components evaluated cumulatively for all periods of a student's enrollment?

Yes No

4.29 Are students allowed to remain on financial aid during the probationary period?

Yes No Not Applicable (institution does not participate in financial aid)

If Yes, is the student informed of this policy?

Yes No

4.30 Are students whose appeals are granted due to mitigating circumstances placed on probation and considered to be making satisfactory academic progress?

Yes No

4.31 Are students who are placed in an extended-enrollment status denied eligibility for federal financial aid (unless there are mitigating circumstances)?

Yes No Not Applicable (institution does not have extended enrollment and/or does not participate in financial aid)

4.32 Do credits attempted during the extended-enrollment status count toward the 1.5 times of normal program length?

Yes No Not Applicable (institution does not have extended enrollment)

4.33 For students who have exceeded one and one-half times the standard time frame and were awarded the original credential, were any additional financial obligations waived?

Yes No Not Applicable (there is no such student)

4.34 Are students required to have a minimum CGPA of 2.0 or its equivalent upon graduation from all programs?

Yes No

4.35 Who is responsible for the administration of satisfactory academic progress, and what are this person's qualifications?

Ms. Joy Vann-Hamilton joined the Kansas City campus as dean on September 24, 2012. As dean, she is responsible for monitoring students' satisfactory academic progress. Ms. Vann-Hamilton holds a master's degree in Business Administration (MBA) from Notre Dame, a bachelor's degree in Psychology from Wichita State University, an associate's degree in General Studies from Fort Scott Community College, and is pursuing a doctorate degree in Curriculum and Instruction from Andrews University.

Ms. Vann-Hamilton has served other institutions as a college dean for four years, a vice president of program operations for one year, an assistant provost and director of faculty learning for five years, and a director for minority engineering programs for ten years. She has also served as an educational consultant for one year.

4.36 Does the institution encourage and assist students who are experiencing difficulty in progressing satisfactorily in their programs?

Yes No

4.37 Reviewed at the institution level.

4.38 Does the institution fully disclose the terms, conditions, and application procedures regarding institutional scholarship and grant programs in its catalog?

Yes No Not Applicable (institution offers loans only)

4.39 Are all similarly circumstanced students who enrolled at the same time and in the same programs charged the same tuition and fees?

Yes No

4.40 Do the financial records of students clearly show the following?

(a) Charges.

Yes No

(b) Dates for the posting of tuition.

Yes No

(c) Fees.

Yes No

(d) Other charges.

Yes No

(e) Payments.

Yes No

(f) Dates of payment.

Yes No

(g) The balance after each transaction.

Yes No

4.41 Are tuition and fees clearly stated on the enrollment agreement or in the catalog?

Yes No

If Yes, have students confirmed receiving a copy of the catalog or enrollment agreement (if one is used)?

Yes No Not Applicable

4.42 Is the effective date listed on announcements of changes in tuition and fees?

Yes No Not Applicable (institution has not changed tuition or fees)

4.43 Is the institution's refund policy published in the campus catalog?

Yes No

4.44 Is the refund policy fair, equitable, and applicable to all students?

Yes No

4.45 Is the campus following its stated refund policy?

Yes No

4.46 Does the campus offer financial aid?

Yes No (Skip to Question 4.53.)

4.47 Who is responsible on-site for administering student financial aid, and what are this person's qualifications?

Ms. Anita Phillips is the director of finance. She has held this position since May 2008. Prior to this position, she served as financial aid administrator at this campus for four years. Prior to joining ITT, she had two years experience as business manager/registrar and as assistant director (eight years) with other educational institutions.

Ms. Phillips holds a diploma in Office Education from Manhattan Area Vo Tech.

4.48 Is the person who determines the amount of student awards not also responsible for disbursing those awards?

Yes No

4.49 Are final student financial aid award determinations made by administrative individuals who are not responsible for recruitment?

Yes No

4.50 Is the financial aid administrator a member of a state, regional, or national financial aid association and up to date on procedures and changes in the field?

Yes No

If No, insert the section number in parentheses and explain:

While the team was on-site, they were provided with evidence that Ms. Phillips had renewed her membership in the National Association of Student Financial Aid Administrators (NASFAA).

- 4.51 Describe how the financial aid office stays current with regulation and policy changes in financial aid (include all appropriate memberships in professional organizations held by this individual).
- The director of finance stays current with regulation and policy changes through internal electronic training modules from ITT. She has participated in six ESI training sessions in 2012 including topics such as "FAA Access to CPS Online," "ISIR Management" and "Financial Aid Compliance Training." She also participated in two webinars offered by Great Lakes Training on "Professional Judgment Perplexities" and "Dependency Status Dilemmas."
- 4.52 Is there evidence that the financial aid administrator regularly participates in professional awareness activities?
- Yes No
- 4.53 Does the campus provide discounts for cash received in advance of the normal payment schedule?
- Yes No (Skip to Question 4.54.)
- 4.54 Describe the student services offered by the campus such as, but not limited to, structured tutoring, academic or personal counseling, student orientation, etc.
- Student services offered by the campus include tutoring (faculty members are paid for their tutoring services), student orientation and academic advisement.
- 4.55 Are follow-up studies on graduate and employer satisfaction conducted at specific measuring points following the placement of the campus' graduates?
- Yes No Not Applicable
- 4.56 Does the campus have a written policy that accurately reflects the U.S. Department of Education's definition of a credit hour for credit hour programs and/or clock-to-credit hour programs, including conversion ratios?
- Yes No
- 4.57 Who is the person on staff responsible for the oversight of counseling students on employment opportunities, and what are this person's qualifications?
- Mr. Ron Kroeger is the director of career services. Mr. Kroeger holds a bachelor's degree in Management Human Resources from Park University. Mr. Kroeger has served as director of career services since November, 2009. Prior to joining ITT, he spent six years in the employment staffing industry working for three different staffing agencies.
- 4.58 Does the institution offer employment assistance to all students?
- Yes No Not Applicable (institution enrolls only international students on a student visa)
- 4.59 Does the campus use placement percentages or salary projections as part of its recruiting activities?
- Yes No
- 4.60 Is the beginning enrollment on the most current Campus Accountability Report (CAR, previously referred to as the AIR) the same as the ending enrollment reported on the previous year's CAR?
- Yes No
- 4.61 Was the team able to verify the retention rate for the campus and for each program as reported on the Campus Accountability Report (CAR) last submitted to the Council?
- Yes No Not Applicable
- 4.62 Are students who receive financial aid counseled concerning their student loan repayment obligations?
- Yes No
- 4.63 Describe the process the campus utilizes to ensure that students are counseled concerning their student loan repayment obligations.

The institution has a standardized process of providing student loan counseling. Students are required to complete an entrance and exit interview, as well as loan counseling forms when re-packaging. Enrolling students are required to view a video during the financial aid application process.

- 4.64 Describe the extracurricular activities of the institution (if applicable).

The students reported that extracurricular activities have included barbecues, clothing drives for local charities, volunteer opportunities at an orphanage, three student societies and one student fraternity.

GENERAL COMMENTS:

The team found the wording of the SAP policy and procedures to be ambiguous and very broadly written. The team believes that it is written in a way that has the potential to be confusing to students and to the school personnel who are charged with following the policy; in particular with regard to the ability of a student to appeal a SAP dismissal at the end of the second year.

While the team did review several student appeals for SAP, they contained vague language with regard to the mitigating circumstances and the steps the student will take to improve upon their performance.

5. EDUCATIONAL ACTIVITIES

- 5.01 Are the credentials awarded by the campus in compliance with its accreditation approval and in compliance with applicable state laws?

Yes No

- 5.02 Who is assigned to oversee the educational activities of all programs at the campus, and what are this person's qualifications?

Ms. Joy Vann-Hamilton, dean, is assigned to oversee the educational activities at the ITT, Kansas City campus. She holds a master's degree in Business Administration from University of Notre Dame and a bachelor's degree in Psychology from Wichita State University. She became dean on September 24, 2012. Prior experience includes principal consultant with Cum Laude Educational Consultants, academic regional dean at Vatterott College, principal investigator with NSF Project, Go The Distance Multimedia vice-president, program operations with Kauffman Scholars, Inc. and assistant provost, University of Notre Dame.

- 5.03 Does this person have appropriate academic or experiential qualifications?

Yes No

- 5.04 Describe how the institution makes provisions for program administrators to have sufficient authority and responsibility for the development and administration of the programs.

The team has found provisions for program administrators and educational chairs to have sufficient authority and responsibility for the development and administration of the programs. While the ITT system has handbooks, programs, and protocols for making changes in corporate syllabi and administrative procedures, each campus is allowed the academic freedom to evaluate the needs of their own students and facility. The Kansas City, MO campus of ITT has faculty on the corporate curriculum committee which allows for integral enhancements. An informal network is also in place where faculty, both full time and part-time, can visit with their program chair and advise for enhancements and improvements.

- 5.05 Is the time devoted to the administration of the educational programs sufficient?

Yes No

- 5.06 Is there a published policy on the responsibility and authority of faculty in academic governance?

Yes No

- 5.07 Reviewed at Academic Administrative Center.

- 5.08 Is there evidence that this policy has been adopted and faculty members are aware of it?

Yes No

- 5.09 Does the campus have any programs that carry specialized or programmatic accreditation?

Yes No (Skip to question 5.10)

- 5.10 Are the educational programs consistent with the campus mission and the needs of its students?

Yes No

5.11 Do the formation of policies and the design of educational programs involve students, graduates, administrators, faculty, and other interested parties such as advisory committees?

Yes No

5.12 What provisions are made for individual differences among students?

The campus supports students with identified learning difficulties through peer and faculty tutoring. In addition, the resource center personnel provide additional academic support. This office is staffed by appropriately qualified individuals. In addition, department chairpersons provide tutoring on a regular basis through individual appointments but also through posted hours.

5.13 Describe the system in place to evaluate, revise, and make changes to the curriculum.

ITT has a very detailed curriculum structure that provides for a streamlined process for curriculum revision, evaluation, and administration. Faculty members from all disciplines at the campus are encouraged to participate in this process. Some faculty participants have been selected to serve on corporate-wide curriculum committees. They can offer suggestions to the appropriate personnel within the organizational structure (usually the program chair). The curriculum system has a detailed policy on the process for curriculum change in the faculty handbook. This policy provides consistency by having prescribed syllabi and outcomes and provides enough academic freedom to allow faculty to enhance the curriculum.

5.14 Does the faculty participate in this process?

Yes No

5.15 Reviewed at Academic Administrative Center.

5.16 If the institution awards academic credit to students who demonstrate subject competency based on academic, occupational, or personal experiences, is there an established systematic method for evaluating and awarding academic credit to which the campus adheres?

Yes No NA (institution does not award such credit)

5.17 Are courses and breaks scheduled appropriately, given the students' academic background and the coursework involved?

Yes No

5.18 Are the following appropriate to adequately support the number and nature of the general education courses? (If only nondegree programs are offered with no general education courses, skip to 5.19)

Facilities

Yes No

Instructional equipment

Yes No

Resources

Yes No

Personnel

Yes No

5.19 Does the campus provide an environment for its faculty that is conducive to effective classroom instruction?

Yes No

5.20 Are the quantity and type of instructional materials and equipment proportionate to the size of the campus and types of programs?

Yes No

5.21 Based on the team's observation of the instructional materials used, interviews with students and faculty, and a review of software licenses, is the campus in compliance with applicable licensing and copyright laws?

Yes No

5.22 Are official transcripts for all qualifying credentials and for those credentials listed in the catalog on file for all instructors?

Yes No

5.23 Have faculty transcripts from institutions not accredited by agencies recognized by the United States Department of Education been translated into English and evaluated by a member of the Association of International Credential Evaluators (AICE) or the National Association of Credential Evaluation Services (NACES) to determine the equivalency of the credentials to credentials awarded by institutions in the United States?

Yes No Not Applicable (no faculty members hold foreign credentials)

5.24 Is there documented evidence of a systematic program of in-service training at the campus?

Yes No

If Yes, how is this documented?

The campus has a binder listing in-service training, with a sign-in log to document instructor/staff participation.

5.25 Is there evidence that appropriate faculty development plans have been developed and implemented annually, including documentation to support completed activities listed on the plans?

Yes No

5.26 Is there evidence that full-time and part-time instructors participate in regularly scheduled faculty meetings?

Yes No

5.27 Is there an adequate core of full- and/or part-time faculty to assure sound direction and continuity of development for the educational programs?

Yes No

OCCUPATIONAL ASSOCIATE'S, ACADEMIC ASSOCIATES'S, AND BACHELOR'S DEGREES ONLY

5.28 Are instructors teaching general education courses assigned in keeping with the minimum requirements as stated in the Accreditation Criteria?

Yes No

ACADEMIC ASSOCIATE'S DEGREES ONLY

5.31 Reviewed at Academic Administrative Center.

5.32 Reviewed at Academic Administrative Center.

5.33 Are at least one-half of all courses that are part of each associate's degree program taught by faculty members who have graduate degrees, professional degrees, or bachelor's degrees plus professional certification?

Yes No

BACHELOR'S DEGREES ONLY

5.34 Reviewed at Academic Administrative Center.

5.35 Reviewed at Academic Administrative Center.

5.36 Are at least one-half of all lower-division subjects and all upper-division courses that are part of the bachelor's degree program taught by faculty members who have graduate degrees, professional degrees, or bachelor's degrees plus professional certification?

Yes No

6. EDUCATIONAL FACILITIES

6.01 Describe the physical facility of the campus (include details such as campus location, square footage, distribution of space, parking situation and any other pertinent information).

The campus consists of 23,000 square feet, which contain theory classrooms, laboratories, administrative offices, library, and bookstore. The facility has a capacity for 653 students and staff. The institution has not exceeded this size. Ample parking is available for students, staff, and visitors. The facility is in compliance with the ADA as well as other federal, state, and local ordinances and regulations, including those relating to safety and health. The facility contains working environments for finance, recruitment, career services and academic affairs; a student lounge, an employee lounge, testing rooms, and conference rooms are also available. The main student areas are comprised of electronics labs, computer labs, theory classrooms, and the learning resource center.

6.02 Does the campus utilize any additional space locations?

Yes No

6.03 Does the campus utilize campus additions?

Yes No

6.04 Are all facilities (including additional space and campus additions) appropriate for the size of the student population and the programs offered?

Yes No

6.05 Are the following appropriate to support the student population and the programs offered at all locations (including additional space and campus additions)?

(a) Equipment

Yes No

(b) Instructional tools

Yes No

(c) Machinery

Yes No

6.06 Is there evidence on file to show that all campus facilities are in compliance with fire, safety, and sanitation regulations?

Yes No Not Applicable

7. PUBLICATIONS

7.01 What catalog was used during the evaluation (please include the year, number, and volume if appropriate)?

The team reviewed the ITT Kansas City, MO 2012-2013 catalog, Volume 22, published October 1, 2012.

7.02 Does the self-study accurately portray the campus?

Yes No

7.03 Does the campus publish a catalog that is appropriately printed and bound and provided to all enrolled students?

Yes No

7.04 Does the catalog contain the following items?

(a) A table of contents and/or an index.

Yes No

(b) An indication of the year or years for which the catalog is effective on the front page or cover page.

Yes No

(c) The names and titles of the administrators.

Yes No

(d) A statement of legal control which includes the names of trustees, directors, and officers of the corporation.

Yes No

(e) A statement of accreditation

Yes No Not Applicable (initial applicant)

(f) A mission statement.

Yes No

(g) A listing of full-time faculty members which lists all qualifying credentials held along with the awarding institution and the area of teaching specialization.

Yes No

(h) An academic calendar.

Yes No

(i) A full disclosure of the admission requirements.

Yes No

(j) A statement for each curriculum offered that includes a statement of objective or purpose; an accurate and complete listing of all courses in the curriculum with a unique identifying number and title, the credit or clock hours awarded; the total credit or clock hours required to complete the curriculum; any necessary requirements for certification, licensing, or registration needed to work in the field; and any additional requirements that must be met to complete the curriculum.

Yes No

(k) A description of each course offered that includes the identifying number, title, credit or clock hours awarded, a concise description of the course contents, and any necessary prerequisites.

Yes No

(l) An explanation of the grading system that is consistent with the one that appears on the student transcript.

Yes No

(m) A definition of the unit of credit.

Yes No Not Applicable (The institution does not award credit)

(n) A complete explanation of the standards of satisfactory academic progress.

Yes No

(o) A description of the certificates, diplomas, and/or degrees awarded along with a statement of the requirements necessary for completion of each.

Yes No

(p) The transfer of credit policy.

Yes No

(q) A statement of the tuition, fees, and any other charges.

Yes No

(r) A complete and accurate listing of all scholarships offered.

Yes No Not Applicable (no scholarships offered)

(s) The refund policy.

Yes No

(t) A statement describing the student services offered.

Yes No

(u) A student grievance policy that includes the name and address of ACICS (may be in the student handbook instead of catalog).

Yes No Not Applicable (initial applicants only)

7.05 Does the institution offer degree programs?

Yes No

If Yes, does the catalog contain the following?

(a) An explanation of the course numbering system (for all levels).

Yes No

(b) Identification of courses that satisfy general education requirements (for occupational associate's, academic associate's, and bachelor's degrees only).

Yes No

(c) Identification of courses that satisfy the concentration requirements (for academic associate's and bachelor's degrees only).

Yes No

(d) Identification of courses that satisfy the upper-division (for bachelor's degrees only).

Yes No

7.06 Does the institution offer courses and/or programs via distance education?

Yes No (Skip to Question 7.07.)

7.07 Does the catalog contain an addendum/supplement?

Yes No (Skip to Question 7.08.)

7.08 Is the catalog available online?

Yes No (Skip to Question 7.09.)

If Yes, does it match the hard copy version?

Yes No

7.09 Does the campus utilize a multiple-school catalog?

Yes No (Skip to Question 7.10.)

7.10 Is all advertising and promotional literature, including the campus' Web site, truthful and dignified?

Yes No

7.11 Is the correct name of the campus listed in all advertising, web postings and promotional literature?

Yes No

7.12 Where does the campus advertise (publications, online, etc.)?

The campus uses several modes of advertisement including newspaper publications, television, Yellow Pages, high school recruitment and online mediums.

Are the advertisements under acceptable headings?

Yes No

7.13 Does the campus use endorsements, commendations, or recommendations in its advertising?

Yes No (Skip to Question 7.14.)

If Yes, is there evidence that prior consent was obtained and that remuneration was not made for the consent or the use of the advertisement?

Yes No

7.14 Does the campus utilize services funded by third parties?

Yes No (Skip to Question 7.15.)

7.15 Does the campus avoid offering monetary incentives to attract students or for failure in job placement?

Yes No

7.16 Is the phrase “for those who qualify” properly referenced in all advertising that mentions financial aid?

Yes No Not Applicable (institution does not participate in financial aid)

8. LIBRARY, INSTRUCTIONAL RESOURCES, AND TECHNOLOGY

8.01 Does the campus develop an adequate base of library resources?

Yes No

8.02 Does the campus ensure access of library resources to all faculty and students, including students at nonmain campuses?

Yes No

8.03 Does the campus provide training and support to faculty and students in utilizing library resources as an integral part of the learning process?

Yes No

8.04 Are adequate staff provided to support the development, organization of the collection, and access of library resources?

Yes No

8.05 Reviewed at Academic Administrative Center.

8.06 Reviewed at Academic Administrative Center.

OCCUPATIONAL ASSOCIATES, ACADEMIC ASSOCIATE'S, BACHELOR'S, AND MASTER'S DEGREES ONLY

8.07 Reviewed at Academic Administrative Center.

8.08 Reviewed at Academic Administrative Center.

8.09 What portion of the current year's library budget has been spent and how has the money been allocated?

The budget for the ITT, Kansas City campus is \$2400.00 for the current year. The library has spent, \$1614.71, 67% of allocated budget, on books for criminal justice, electronic kits for the library, supplies for electronic kits, and publications/subscriptions.

8.10 Is there evidence that the faculty have major involvement in the selection of library resources?

Yes No

8.11 Are the library hours adequate to accommodate the needs of all students?

Yes No

ACADEMIC ASSOCIATE'S, BACHELOR'S, AND MASTER'S DEGREES ONLY

8.12 Reviewed at Academic Administrative Center.

8.13 Is the Dewey Decimal, Library of Congress, or other appropriate system of classification used to organize the library materials?

Yes No

8.14 Reviewed at Academic Administrative Center.

8.15 If interlibrary agreements are in effect, are the provisions appropriate, do they ensure practical use and accessibility to the students, and is evidence of student use documented?

Yes No Not Applicable (no interlibrary agreements)

8.16 Reviewed at Academic Administrative Center.

8.17 Reviewed at Academic Administrative Center.

8.18 Reviewed at Academic Administrative Center.

ACADEMIC ASSOCIATE'S AND BACHELOR'S DEGREES ONLY

8.19 Reviewed at Academic Administrative Center.

8.21 Reviewed at Academic Administrative Center.

8.22 Is documentation on file to reflect the librarian's participation in professional growth activities?

Yes No

8.23 Are the hours the library is open adequate to accommodate the needs of all students?

Yes No

8.24 Does the library make available appropriate reference, research, and information resources to provide basic support for curricular and educational offerings and to enhance student learning?

Yes No

GENERAL COMMENTS:

The team found the learning resource center to be well organized, well-staffed with library assistants who are very helpful to students, instructors, and staff.

9. PROGRAM EVALUATION

Academic associate's degree in Computer and Electronics Engineering Technology

Academic associate's degree in Electrical Engineering Technology

Bachelor's of science degree in Electronics and Communications Engineering Technology

Bachelor's of science degree in Electrical Engineering and Communications Technology

ALL PROGRAMS

9.01 See response from Academic Administrative Center

(a) See response from Academic Administrative Center

(b) See response from Academic Administrative Center

(c) See response from Academic Administrative Center

(d) See response from Academic Administrative Center

9.02 Who is assigned to administer the academic program(s), and what are this person's qualifications?

Mr. David Baird is the chair assigned to administer the academic program for Electronics Technology for both the associate's and bachelor's degree programs. Mr. Baird holds a bachelor's degree in Electronics Technology from Devry Institute in Kansas City, Missouri and a master's degree in Music Composition from the University of Missouri in Kansas City, Missouri. Mr. Baird also has over 20 years of experience in industry directly related to the electronics field. Mr. Baird is also an active member of the Institute of Electrical and Electronics Engineers (IEEE).

9.03 Does this individual possess appropriate academic or experiential qualifications?

Yes No

9.04 Is there evidence that the program administrator has sufficient authority and responsibility for the administration of the educational program(s)?

Yes No

9.05 Are the time and resources devoted to the administration of the educational program(s) sufficient?

Yes No

9.06 Does the program meet the needs of its students and the requirements of the council as shown by student achievement outcomes which meet or exceed the standards for the following areas:

(a) Student retention rate of 62%

Yes No Not applicable (new branch only)

(b) Student placement rate of 58%

Yes No Not applicable (new branch only)

9.07 List the community resources and how they are utilized to enrich the program(s).

The team found in reviewing the community resource binder and interviewing the chair for the Electronics program that community resources were being utilized to enrich the Electronics program. The team found evidence of guest speakers such as Matt Simmons, a technical services coordinator with Rhythm Engineering and also a graduate of the program, and Wesley Berry, an electrical engineer with Johnson Controls, were utilized. The documentation shows that there was very good representation of students at each event. There was also evidence of two field trips that directly related to the studies in electronics.

9.08 Are these resources sufficient?

Yes No

9.09 Reviewed at Academic Administrative Center.

9.10 Does the catalog and/or other advertising material such as brochures and web site, accurately describe the program and its objectives?

Yes No

9.11 For programs that include practica, externships, or internships, does the institution have a written and mutually signed agreement that outlines the arrangement between the institution and the practicum site, including specific learning objectives, course requirements, and evaluation criteria?

Yes No NA, (these elements are not part of the program or no student is far enough along in the program)

9.12 Reviewed at Academic Administrative Center.

9.13 Are independent studies used appropriately, and is there a signed contract that meets Council standards?

Yes No NA

9.14 Reviewed at Academic Administrative Center.

9.15 Are course prerequisites being followed?

Yes No

9.16 Is an appropriately detailed syllabus on file for each course that includes:

(a) Title and course descriptions

Yes No

(b) Course numbers

Yes No

(c) Course prerequisites and/or corequisites

Yes No

(d) Instructional contact hours/credits

Yes No

(e) Learning objectives

Yes No

(f) Instructional materials and references

Yes No

(g) Topical outline of the course

Yes No

(h) Instructional methods

Yes No

(i) Assessment criteria

Yes No

(j) Method of evaluating students

Yes No

(k) Date the syllabus was last reviewed

Yes No

For campuses participating in Title IV that have lecture courses in credit hour programs or clock-to-credit hour programs only:

(l) Out-of-class work assignments that support the learning objectives for the course

Yes No

(m) A description of the minimum amount of time a student is expected to spend on completion of the work assignments

Yes No

If *No*, insert the section number in parentheses, list the courses, and explain:

Section 3-1-513(a) and Glossary): Course syllabi do not include, as appropriate, out-of-class work assignments that support the learning objectives for most courses.

(Section 3-1-513 and Glossary): There is not a description in the syllabus of the minimum amount of time the student is expected to spend on completion of the work assignments. Although the campus provided samples of some graded homework assignments, the syllabi provided to the team did not indicate that homework or outside assignments were required and homework assignments were not included as any percent of the final grade.

9.17 Do students confirm that they receive a course syllabus and that it is followed?

Yes No

9.18 Are the courses available when needed by the student in the normal pursuit of a program of study?

Yes No

9.19 Was the team able to verify the backup documentation to support the placement rate for the program(s) as reported on the last Campus Accountability Report (formerly AIR) submitted to the Council?

Yes No NA, (there have been no graduates)

How many calls to employers or graduates were attempted?

The following number of calls were made to employers for the following programs:

Academic associate's degree in Computer and Electronics Engineering Technology - 8

Bachelor's degree in Electronics and Communications Engineering Technology - 6

How many calls to employers or graduates were successful?

The following number of calls, by program, were successful:

Academic associate's degree in Computer and Electronics Engineering Technology - 4

Bachelor's degree in Electronics and Communication Engineering Technology - 3

How many of the calls where contact was made with employers or graduates confirmed the employment of the graduate as reported on the CAR? Please explain any discrepancy between the number of successful contacts and confirmations.

All of the calls where contact was made confirmed the employment of the graduates as reported on the 2011 CAR.

9.20 Was documentation on file to verify graduates classified on the CAR as “not available for placement”?

Yes No Not Applicable

9.21 Does the campus participate in Title IV financial aid?

Yes No (*Skip to question 9.24*)

9.22 Does the campus have written documentation of procedures for developing the application of the U.S. Department of Education's definition of a credit hour?

Yes No Not Applicable (Clock hour programs only)

If Yes, briefly describe the procedures.

In the "credit hour" section on page 62 of the campus' 2012-2013 catalog, volume 22, the campus policy regarding homework is contained in the "Residence Courses" paragraph.

9.23 Is there evidence that out-of-class work or the equivalency is being evaluated?

Yes No Not Applicable (Clock hour programs only)

If No, insert the section number in parentheses and explain:

(Section 2-2-503(a)): The team did not find adequate evidence that out-of-class work or the equivalency is being evaluated in all courses. Discussion with the faculty and the students in the Electronics program indicated as little as 2 hours of out-of-class work was assigned per 4 credit hours to 4.5 credit hours of classroom instruction. Students in the Electronics program verified that they were given homework in most classes and it was graded; however it was only 2 to 3 hours per class.

9.24 Are the following appropriate to adequately support the number and nature of the program?

(a) Facilities

Yes No

(b) Instructional equipment

Yes No

(c) Resources

Yes No

(d) Personnel

Yes No

9.25 Reviewed at Academic Administrative Center.

NONDEGREE PROGRAMS, OCCUPATIONAL ASSOCIATE'S, ACADEMIC ASSOCIATE'S, AND BACHELOR'S DEGREES ONLY

9.27 Do the faculty members' qualifications meet the minimum requirements outlined in the Accreditation Criteria, and are their qualifications academically and experientially appropriate to the subject matter they teach and the level of the credential awarded?

Yes No

9.28 Is the size of the faculty appropriate to the total student enrollment?

Yes No

OCCUPATIONAL ASSOCIATE'S, ACADEMIC ASSOCIATE'S, BACHELOR'S AND MASTER'S DEGREES ONLY

9.29 Is an adequate core of full- and part-time faculty employed to ensure sound direction and continuity of development for the program?

Yes No NA, hiring responsibility is at Academic Administrative Center

If No, insert the section number in parentheses and explain:

The team found in interviewing the chair that the Electronics program is in the process of hiring an additional faculty person to fill the position left vacant from an adjunct instructor that retired at the end of the last quarter. This has created an temporary extra load on the chair to cover an additional class; however, there was not found evidence that this interfered with the chair performing his normal duties.

ACADEMIC ASSOCIATE'S, BACHELOR'S, AND MASTER'S, DEGREES ONLY

9.30 Are teaching loads reasonable?

Yes No

ACADEMIC ASSOCIATE'S DEGREES ONLY

9.38 Reviewed at Academic Administrative Center.

9.39 Reviewed at Academic Administrative Center.

9.40 Reviewed at Academic Administrative Center.

9.41 Is enrollment in the second academic year of the two-year program sufficient to support regularly scheduled classes?

Yes No Not Applicable (no students in the second year)

9.42 Reviewed at Academic Administrative Center.

BACHELOR'S DEGREES ONLY

9.43 Reviewed at Academic Administrative Center.

9.44 Reviewed at Academic Administrative Center.

9.45 Reviewed at Academic Administrative Center.

9.46 Reviewed at Academic Administrative Center.

9.47 Is enrollment in the third and fourth years of the bachelor's program sufficient to support regularly scheduled classes and laboratory work?

Yes No N A, (no students in the third and fourth years)

9.48 Reviewed at Academic Administrative Center.

9. PROGRAM EVALUATION

Academic associate's degree in Computer Network Systems

Academic associate's degree in in Network Systems Administration

Bachelor's of science degree in Information Systems and Cybersecurity

Bachelor's of science degree in Information Systems Security

ALL PROGRAMS

9.01 Reviewed at Academic Administrative Center.

(a) Reviewed at Academic Administrative Center.

(b) Reviewed at Academic Administrative Center.

(c) Reviewed at Academic Administrative Center.

(d) Reviewed at Academic Administrative Center.

If No for this campus, does the Campus Effectiveness Plan (CEP) include an improvement plan for this program with data, analysis and activities to meet or exceed Council requirements?

Yes No

9.02 Who is assigned to administer the academic program(s), and what are this person's qualifications?

Ray Childers is the assigned program chair of computer network systems, network systems administration, information systems and cybersecurity, and information systems security. He has a bachelor's degree in Computer Science from Northeastern Missouri State University and a master's degree in Business Administration from University of South Carolina. He is a computer network system professional with over 20 years of experience in information technology. He has substantial knowledge of PC hardware, Cisco router and switch configuration, WAN support and Ethernet. Mr. Childers efficiently utilizes a computer system and related software including microsoft office, analysis of protocols, and internet proficiencies.

9.03 Does this individual possess appropriate academic or experiential qualifications?

Yes No

9.04 Is there evidence that the program administrator has sufficient authority and responsibility for the administration of the educational program(s)?

Yes No

9.05 Are the time and resources devoted to the administration of the educational program(s) sufficient?

Yes No

9.06 Does the program meet the needs of its students and the requirements of the council as shown by student achievement outcomes which meet or exceed the standards for the following areas:

(a) Student retention rate of 62%

Yes No Not applicable (new branch only)

(b) Student placement rate of 58%

Yes No Not applicable (new branch only)

9.07 List the community resources and how they are utilized to enrich the program(s).

The faculty members, and administrative staff interviewed stated that community resources used to enrich the computer network system network systems administration, information systems and cybersecurity and information systems security program included guest speakers, field trips to appropriate industrial/commercial sites, and advisory board members from the community. Furthermore, the student council provides extracurricular activities on campus. The team reviewed documentation of minutes for the last student field trips, both of which took place in 2011 and 2012.

9.08 Are these resources sufficient?

Yes No

9.09 Reviewed at Academic Administrative Center.

9.10 Does the catalog and/or other advertising material such as brochures and web site, accurately describe the program and its objectives?

Yes No

9.11 For programs that include practica, externships, or internships, does the institution have a written and mutually signed agreement that outlines the arrangement between the institution and the practicum site, including specific learning objectives, course requirements, and evaluation criteria?

Yes No NA, (these elements are not part of the progra or no student is far enough along in the program)

9.12 Reviewed at Academic Administrative Center.

9.13 Are independent studies used appropriately, and is there a signed contract that meets Council standards?

Yes No NA

9.14 Reviewed at Academic Administrative Center.

9.15 Are course prerequisites being followed?

Yes No

9.16 Is an appropriately detailed syllabus on file for each course that includes:

- (a) Title and course descriptions
 Yes No
- (b) Course numbers
 Yes No
- (c) Course prerequisites and/or corequisites
 Yes No
- (d) Instructional contact hours/credits
 Yes No
- (e) Learning objectives
 Yes No
- (f) Instructional materials and references
 Yes No
- (g) Topical outline of the course
 Yes No
- (h) Instructional methods
 Yes No
- (i) Assessment criteria
 Yes No
- (j) Method of evaluating students
 Yes No
- (k) Date the syllabus was last reviewed
 Yes No

For campuses participating in Title IV that have lecture courses in credit hour programs or clock-to-credit hour programs only:

- (l) Out-of-class work assignments that support the learning objectives for the course
 Yes No
- (m) A description of the minimum amount of time a student is expected to spend on completion of the work assignments
 Yes No

If *No*, insert the section number in parentheses, list the courses, and explain:

Section 3-1-513(a) and Glossary: Course syllabi do not include, as appropriate, out-of-class work assignments that support the learning objectives for the several courses.

9.17 Do students confirm that they receive a course syllabus and that it is followed?

- Yes No

9.18 Are the courses available when needed by the student in the normal pursuit of a program of study?

- Yes No

9.19 Was the team able to verify the backup documentation to support the placement rate for the program(s) as reported on the last Campus Accountability Report (formerly AIR) submitted to the Council?

- Yes No NA, (there have been no graduates)

How many calls to employers or graduates were attempted?

The following number of calls was made to employers for the following programs:

Academic associate degree in Computer Network Systems - 60
Academic associate degree in Network Systems Administration - N/A
Bachelor 's degree in Information Systems and Cybersecurity - N/A
Bachelor's degree in Information Systems Security - 19

How many calls to employers or graduates were successful?

The following number of calls, by program, was successful:

Academic associate's degree in Computer Network Systems - 44

Academic associate's degree in Network Systems Administration - N/A

Bachelor's degree in Information Systems and Cybersecurity - N/A

Bachelor's degree in Information Systems Security - 15

How many of the calls where contact was made with employers or graduates confirmed the employment of the graduate as reported on the CAR? Please explain any discrepancy between the number of successful contacts and confirmations.

All of the calls where contact was made confirmed the employment of the graduates as reported on the 2011 CAR.

9.20 Was documentation on file to verify graduates classified on the CAR as "not available for placement"?

Yes No Not Applicable

9.21 Does the campus participate in Title IV financial aid?

Yes No (Skip to question 9.24)

9.22 Does the campus have written documentation of procedures for developing the application of the U.S. Department of Education's definition of a credit hour?

Yes No Not Applicable (Clock hour programs only)

If Yes, briefly describe the procedures.

The campus uses the federal conversion formulas to convert clock hours to credit hours. The team was provided documentation to verify this information. In the "credit hour" section page 61 of the campus'2012-2013 catalog, volume 22, the campus policy regarding homework is contained in the "Residence Courses" paragraph.

9.23 Is there evidence that out-of-class work or the equivalency is being evaluated?

Yes No Not Applicable (Clock hour programs only)

If No, insert the section number in parentheses and explain:

(Section 3-1-513(a) and Glossary): Course syllabi do not include, as appropriate, out-of-class work assignments that support the learning objectives for most courses.

9.24 Are the following appropriate to adequately support the number and nature of the program?

(a) Facilities

Yes No

(b) Instructional equipment

Yes No

(c) Resources

Yes No

(d) Personnel

Yes No

9.25 Reviewed at Academic Administrative Center.

NONDEGREE PROGRAMS, OCCUPATIONAL ASSOCIATE'S, ACADEMIC ASSOCIATE'S, AND BACHELOR'S DEGREES ONLY

9.27 Do the faculty members' qualifications meet the minimum requirements outlined in the Accreditation Criteria, and are their qualifications academically and experientially appropriate to the subject matter they teach and the level of the credential awarded?

Yes No

9.28 Is the size of the faculty appropriate to the total student enrollment?

Yes No

OCCUPATIONAL ASSOCIATE'S, ACADEMIC ASSOCIATE'S, BACHELOR'S AND MASTER'S DEGREES ONLY

9.29 Is an adequate core of full- and part-time faculty employed to ensure sound direction and continuity of development for the program?

Yes No NA, hiring responsibility is at AAC

ACADEMIC ASSOCIATE'S, BACHELOR'S, AND MASTER'S, DEGREES ONLY

9.30 Are teaching loads reasonable?

Yes No

9.33 Reviewed at Academic Administrative Center.

ACADEMIC ASSOCIATE'S DEGREES ONLY

9.38 Reviewed at Academic Administrative Center.

9.39 Reviewed at Academic Administrative Center.

9.40 Reviewed at Academic Administrative Center.

9.41 Is enrollment in the second academic year of the two-year program sufficient to support regularly scheduled classes?

Yes No Not Applicable (no students in the second year)

9.42 Reviewed at Academic Administrative Center.

BACHELOR'S DEGREES ONLY

9.43 Reviewed at Academic Administrative Center.

9.44 Reviewed at Academic Administrative Center.

9.45 Reviewed at Academic Administrative Center.

9.46 Reviewed at Academic Administrative Center.

9.47 Is enrollment in the third and fourth years of the bachelor's program sufficient to support regularly scheduled classes and laboratory work?

Yes No N A, (no students in the third and fourth years)

9.48 Reviewed at Academic Administrative Center.

9. PROGRAM EVALUATION

Academic associate's degree in Visual Communications

Academic associate's degree in Graphic Communications and Design

ALL PROGRAMS

9.01 See response from Academic Administrative Center

(a) See response from Academic Administrative Center

(b) See response from Academic Administrative Center

(c) See response from Academic Administrative Cabinet

(d) See response from Academic Administrative Cabinet

If No for this campus, does the Campus Effectiveness Plan (CEP) include an improvement plan for this program with data, analysis and activities to meet or exceed Council requirements?

Yes No

9.02 Who is assigned to administer the academic program(s), and what are this person's qualifications?

Mr. Rafil Dabbagh serves as the chair for the School of Drafting and Design. Mr. Dabbagh holds a bachelor's of science degree in Chemical Engineering from Baghdad University and a diploma in Computer-Aided Design from Vatterott College. Outside of education, Mr. Dabbagh has held steel detailer and senior detailer jobs with Steel Structure Construction. Mr. Aaron Garrison serves as the program chair and subject matter expert for visual communications and graphic communications and design. Mr. Garrison holds an associate's of science degree in Graphic Design from Johnson County Community College and a bachelor's of science degree in Media Arts from the Art Institute of Pittsburgh.

9.03 Does this individual possess appropriate academic or experiential qualifications?

Yes No

9.04 Is there evidence that the program administrator has sufficient authority and responsibility for the administration of the educational program(s)?

Yes No

9.05 Are the time and resources devoted to the administration of the educational program(s) sufficient?

Yes No

9.06 Does the program meet the needs of its students and the requirements of the council as shown by student achievement outcomes which meet or exceed the standards for the following areas:

(a) Student retention rate of 62%

Yes No Not applicable (new branch only)

(b) Student placement rate of 58%

Yes No Not applicable (new branch only)

9.07 List the community resources and how they are utilized to enrich the program(s).

The design program areas at ITT Technical Institute Kansas City use community resources to augment classroom study. Visual Communications and Graphic Communications and Design students went on several field trips including Kingston Printing, Nelson Atkins Art Gallery, and Trinity Animation. Additionally, Mr. John Cropper, journalist, appeared as a guest speaker in class.

9.08 Are these resources sufficient?

Yes No

9.09 Reviewed at Academic Administrative Center.

9.10 Does the catalog and/or other advertising material such as brochures and web site, accurately describe the program and its objectives?

Yes No

9.11 For programs that include practica, externships, or internships, does the institution have a written and mutually signed agreement that outlines the arrangement between the institution and the practicum site, including specific learning objectives, course requirements, and evaluation criteria?

Yes No NA, (these elements are not part of the program or no student is far enough along in the program)

9.12 Reviewed at Academic Administrative Center.

9.13 Are independent studies used appropriately, and is there a signed contract that meets Council standards?

Yes No NA

9.14 Reviewed at Academic Administrative Center.

9.15 Are course prerequisites being followed?

Yes No

9.16 Is an appropriately detailed syllabus on file for each course that includes:

(a) Title and course descriptions

Yes No

(b) Course numbers

Yes No

(c) Course prerequisites and/or corequisites

Yes No

(d) Instructional contact hours/credits

Yes No

(e) Learning objectives

Yes No

(f) Instructional materials and references

Yes No

(g) Topical outline of the course

Yes No

(h) Instructional methods

Yes No

(i) Assessment criteria

Yes No

(j) Method of evaluating students

Yes No

(k) Date the syllabus was last reviewed

Yes No

For campuses participating in Title IV that have lecture courses in credit hour programs or clock-to-credit hour programs only:

(l) Out-of-class work assignments that support the learning objectives for the course

Yes No

(m) A description of the minimum amount of time a student is expected to spend on completion of the work assignments

Yes No

If *No*, insert the section number in parentheses, list the courses, and explain:

(Section 3-1-513(a) and Glossary): Course syllabi do not include, as appropriate, out-of-class work assignments that support the learning objectives for most courses. Although the campus provided samples of some graded homework assignments, the majority of syllabi provided to the team did not indicate that homework or outside assignments were required and homework assignments were not included as any percent of the final grade.

9.17 Do students confirm that they receive a course syllabus and that it is followed?

Yes No

9.18 Are the courses available when needed by the student in the normal pursuit of a program of study?

Yes No

9.19 Was the team able to verify the backup documentation to support the placement rate for the program(s) as reported on the last Campus Accountability Report (formerly AIR) submitted to the Council?

Yes No NA, (there have been no graduates)

9.20 Was documentation on file to verify graduates classified on the CAR as “not available for placement”?

Yes No Not Applicable

9.21 Does the campus participate in Title IV financial aid?
 Yes No (*Skip to question 9.24*)

9.22 Does the campus have written documentation of procedures for developing the application of the U.S. Department of Education's definition of a credit hour?
 Yes No Not Applicable (Clock hour programs only)

If *Yes*, briefly describe the procedures.

In the "credit hour" section on page 61 of the campus' 2012-2013 catalog, volume 22, the campus policy regarding homework is contained in the "Residence Courses" paragraph.

9.23 Is there evidence that out-of-class work or the equivalency is being evaluated?
 Yes No Not Applicable (Clock hour programs only)

If *No*, insert the section number in parentheses and explain:

(Section 3-1-513(a) and Glossary): Course syllabi do not include, as appropriate, out-of-class work assignments that support the learning objectives for most courses. Although the campus provided samples of some graded homework assignments, the majority of syllabi provided to the team did not indicate that homework or outside assignments were required and homework assignments were not included as any percent of the final grade.

(Section 2-2-503): There is no evidence that out-of-class work or the equivalency is being evaluated in all courses.

9.24 Are the following appropriate to adequately support the number and nature of the program?

(a) Facilities

Yes No

(b) Instructional equipment

Yes No

(c) Resources

Yes No

(d) Personnel

Yes No

9.25 Reviewed at Academic Administrative Center.

NONDEGREE PROGRAMS, OCCUPATIONAL ASSOCIATE'S, ACADEMIC ASSOCIATE'S, AND BACHELOR'S DEGREES ONLY

9.27 Do the faculty members' qualifications meet the minimum requirements outlined in the Accreditation Criteria, and are their qualifications academically and experientially appropriate to the subject matter they teach and the level of the credential awarded?

Yes No

9.28 Is the size of the faculty appropriate to the total student enrollment?

Yes No

OCCUPATIONAL ASSOCIATE'S, ACADEMIC ASSOCIATE'S, BACHELOR'S AND MASTER'S DEGREES ONLY

9.29 Is an adequate core of full- and part-time faculty employed to ensure sound direction and continuity of development for the program?

Yes No NA, hiring responsibility is at AAC

ACADEMIC ASSOCIATE'S, BACHELOR'S, AND MASTER'S, DEGREES ONLY

9.30 Are teaching loads reasonable?

Yes No

ACADEMIC ASSOCIATE'S DEGREES ONLY

- 9.38 Reviewed at Academic Administrative Center.
- 9.39 Reviewed at Academic Administrative Center.
- 9.40 Reviewed at Academic Administrative Center.
- 9.41 Is enrollment in the second academic year of the two-year program sufficient to support regularly scheduled classes?
 Yes No Not Applicable (no students in the second year)
- 9.42 Reviewed at Academic Administrative Center.

GENERAL COMMENTS:

Mr. Dabbagh, chair of the School of Drafting and Design is wonderful. He shows great enthusiasm for his job and cares about student success. He is very willing to open up and converse about the college, his experiences, and his background. The same can be said for the instructors in the program. Interviews with faculty were very positive and the interviewees were very interested in the success of the students.

Faculty members in the Visual Communications and Graphic Communications and Design programs need to be reassured that it is okay to supplement the ITT approved curriculum with real-world projects in the classroom.

Students requested daycare options on campus and laptops/software to use off campus. Commutes to campus made working on homework outside of class difficult.

9. PROGRAM EVALUATION

Academic associate's degree in Drafting and Design Technology

Academic associate's degree in Computer Drafting and Design

ALL PROGRAMS

- 9.01 See response from Academic Administrative Center
- (a) See response from Academic Administrative Center
- (b) See response from Academic Administrative Center
- (c) See response from Academic Administrative Cabinet
- (d) See response from Academic Administrative Cabinet

If No for this campus, does the Campus Effectiveness Plan (CEP) include an improvement plan for this program with data, analysis and activities to meet or exceed Council requirements?

Yes No

- 9.02 Who is assigned to administer the academic program(s), and what are this person's qualifications?

Mr. Rafil Dabbagh is assigned to administer the Design Drafting program. Mr. Dabbagh has a bachelor's of science degree in Chemical Engineering from the University of Baghdad. The Foreign Academic Credentials Service and a National Association of Credential Evaluation Services (NACES) member verified his transcripts to the equivalent to a bachelor's degree with a major in Chemical Engineering.

- 9.03 Does this individual possess appropriate academic or experiential qualifications?

Yes No

- 9.04 Is there evidence that the program administrator has sufficient authority and responsibility for the administration of the educational program(s)?

Yes No

- 9.05 Are the time and resources devoted to the administration of the educational program(s) sufficient?

Yes No

9.06 Does the program meet the needs of its students and the requirements of the council as shown by student achievement outcomes which meet or exceed the standards for the following areas:

(a) Student retention rate of 62%

Yes No Not applicable (new branch only)

(b) Student placement rate of 58%

Yes No Not applicable (new branch only)

9.07 List the community resources and how they are utilized to enrich the program(s).

Community resources are adequately used to enrich the drafting and design and computer aided drafting and design programs at the Kansas City campus. The team determined Mr. Larry Schmit of Riewit Engineering, was a guest speaker on September 26, 2012, to discuss AutoCAD 3D modeling 2012 version. The team also determined Mr. Michael Vodehnal took his capstone class on a field trip on September 16, 2012, to a railroad site for site surveying.

9.08 Are these resources sufficient?

Yes No

9.09 Reviewed at Academic Administrative Center.

9.10 Does the catalog and/or other advertising material such as brochures and web site, accurately describe the program and its objectives?

Yes No

9.11 For programs that include practica, externships, or internships, does the institution have a written and mutually signed agreement that outlines the arrangement between the institution and the practicum site, including specific learning objectives, course requirements, and evaluation criteria?

Yes No NA, (these elements are not part of the program or no student is far enough along in the program)

9.12 Reviewed at Academic Administrative Center.

9.13 Are independent studies used appropriately, and is there a signed contract that meets Council standards?

Yes No NA

9.14 Reviewed at Academic Administrative Center.

9.15 Are course prerequisites being followed?

Yes No

9.16 Is an appropriately detailed syllabus on file for each course that includes:

(a) Title and course descriptions

Yes No

(b) Course numbers

Yes No

(c) Course prerequisites and/or corequisites

Yes No

(d) Instructional contact hours/credits

Yes No

(e) Learning objectives

Yes No

(f) Instructional materials and references

- Yes No
 (g) Topical outline of the course
 Yes No
 (h) Instructional methods
 Yes No
 (i) Assessment criteria
 Yes No
 (j) Method of evaluating students
 Yes No
 (k) Date the syllabus was last reviewed
 Yes No

For campuses participating in Title IV that have lecture courses in credit hour programs or clock-to-credit hour programs only:

- (l) Out-of-class work assignments that support the learning objectives for the course
 Yes No
 (m) A description of the minimum amount of time a student is expected to spend on completion of the work assignments
 Yes No

If *No*, insert the section number in parentheses, list the courses, and explain:

Section 3-1-513(a): Course syllabi do not include, as appropriate, out of class work assignments that support the learning objectives for most courses.

Although the campus provided sample of some graded homework assignments, the majority of syllabi provided to the team indicate that homework or outside assignments were required and homework assignments were not included as any percent of the final grade.

- 9.17 Do students confirm that they receive a course syllabus and that it is followed?
 Yes No
- 9.18 Are the courses available when needed by the student in the normal pursuit of a program of study?
 Yes No
- 9.19 Was the team able to verify the backup documentation to support the placement rate for the program(s) as reported on the last Campus Accountability Report (formerly AIR) submitted to the Council?
 Yes No NA, (there have been no graduates)
- How many calls to employers or graduates were attempted?
 The following number of calls was made to employers for the following programs:
 Academic associate's degree in Drafting and Design Technology - 10
 Academic associate's degree in Computer Drafting and Design - 10
- How many calls to employers or graduates were successful?
 The following number of calls, by program, were successful:
 Academic associate's degree in Drafting and Design Technology - 0
 Academic associate's degree in Computer Drafting and Design - 9
- How many of the calls where contact was made with employers or graduates confirmed the employment of the graduate as reported on the CAR? Please explain any discrepancy between the number of successful contacts and confirmations.
 All of the calls where contact was made confirmed the employment of the graduates as reported on the 2011 CAR.
- 9.20 Was documentation on file to verify graduates classified on the CAR as “not available for placement”?
 Yes No Not Applicable
- 9.21 Does the campus participate in Title IV financial aid?
 Yes No (*Skip to question 9.24*)
- 9.22 Does the campus have written documentation of procedures for developing the application of the U.S. Department of Education’s definition of a credit hour?
 Yes No Not Applicable (Clock hour programs only)

If *Yes*, briefly describe the procedures.

In the "credit hour" section on page 61 of the campus' 2012-2013 catalog, volume 22, the campus policy regarding homework is contained in the "Residence Courses" paragraph.

- 9.23 Is there evidence that out-of-class work or the equivalency is being evaluated?
 Yes No Not Applicable (Clock hour programs only)

If *No*, insert the section number in parentheses and explain:

(Section 2-2-503) The team did not find adequate evidence that out-of-class work or the equivalency is being evaluated in all courses. Discussion with instructors indicated as little as two hours and no more than seven hours of out-of-class work were assigned per four credit hours of classroom or direct faculty instruction. Students in the Drafting and Design program estimated an average of four hours a week of out-of-class work. Eight to nine hours of out-of-class work would be required by the criteria or evaluation.

- 9.24 Are the following appropriate to adequately support the number and nature of the program?

(a) Facilities

Yes No

(b) Instructional equipment

Yes No

(c) Resources

Yes No

(d) Personnel

Yes No

- 9.25 Reviewed at Academic Administrative Center.

ACADEMIC ASSOCIATE'S, BACHELOR'S, AND MASTER'S, DEGREES ONLY

- 9.30 Are teaching loads reasonable?

Yes No

GENERAL COMMENTS:

The Drafting and Design program permits the student to learn several different design computer programs, AutoCadd, Revit and Inventor are a few examples. This will allow the student to have more career opportunities in several industries.

9. PROGRAM EVALUATION

Bachelor's of science degree in Construction Management

ALL PROGRAMS

- 9.01 See response from Academic Administrative Center.

(a) See response from Academic Administrative Center.

(b) See response from Academic Administrative Center.

(c) See response from Academic Administrative Center.

(d) See response from Academic Administrative Center.

If *No* for this campus, does the Campus Effectiveness Plan (CEP) include an improvement plan for this program with data, analysis and activities to meet or exceed Council requirements?

Yes No

- 9.02 Who is assigned to administer the academic program(s), and what are this person's qualifications?

Mr. Rafil Dabbagh is the chairperson of the school of Drafting and Design and the Construction Management program. His bachelor's of science degree is from the University of Baghdad (Iraq) and has been approved by the Foreign Academic Credentials Services (NACES) as equivalent to a bachelor's degree earned at a regionally accredited college in the United States. He has six years relevant industry experience. He has been an adjunct instructor at ITT Technical Institute, Kansas City since 2007. He has held the chairperson position since 2011.

9.03 Does this individual possess appropriate academic or experiential qualifications?

Yes No

9.04 Is there evidence that the program administrator has sufficient authority and responsibility for the administration of the educational program(s)?

Yes No

9.05 Are the time and resources devoted to the administration of the educational program(s) sufficient?

Yes No

9.06 Does the program meet the needs of its students and the requirements of the council as shown by student achievement outcomes which meet or exceed the standards for the following areas:

(a) Student retention rate of 62%

Yes No Not applicable (new branch only)

(b) Student placement rate of 58%

Yes No Not applicable (new branch only)

If No for either item or if the data is not available, does the Campus Effectiveness Plan (CEP) include data, analysis and activities to meet or exceed the relevant standard:

Yes No

9.07 List the community resources and how they are utilized to enrich the program(s).

The team found evidence that the effective use of community resources are utilized to enrich the program. The program has had five guest speakers and one field trip and there is also a program advisory committee that meets twice per year. The PAC serves to encourage involvement in providing guest speakers.

9.08 Are these resources sufficient?

Yes No

9.09 Reviewed at Academic Administrative Center.

9.10 Does the catalog and/or other advertising material such as brochures and web site, accurately describe the program and its objectives?

Yes No

9.11 For programs that include practica, externships, or internships, does the institution have a written and mutually signed agreement that outlines the arrangement between the institution and the practicum site, including specific learning objectives, course requirements, and evaluation criteria?

Yes No NA, (these elements are not part of the program or no student is far enough along in the program)

9.12 Reviewed at Academic Administrative Center.

9.13 Are independent studies used appropriately, and is there a signed contract that meets Council standards?

Yes No NA

9.14 Reviewed at Academic Administrative Center.

9.15 Are course prerequisites being followed?

Yes No

9.16 Is an appropriately detailed syllabus on file for each course that includes:

- (a) Title and course descriptions
 Yes No
- (b) Course numbers
 Yes No
- (c) Course prerequisites and/or corequisites
 Yes No
- (d) Instructional contact hours/credits
 Yes No
- (e) Learning objectives
 Yes No
- (f) Instructional materials and references
 Yes No
- (g) Topical outline of the course
 Yes No
- (h) Instructional methods
 Yes No
- (i) Assessment criteria
 Yes No
- (j) Method of evaluating students
 Yes No
- (k) Date the syllabus was last reviewed
 Yes No

For campuses participating in Title IV that have lecture courses in credit hour programs or clock-to-credit hour programs only:

- (l) Out-of-class work assignments that support the learning objectives for the course
 Yes No
- (m) A description of the minimum amount of time a student is expected to spend on completion of the work assignments
 Yes No

If *No*, insert the section number in parentheses, list the courses, and explain:

(Section 3-1-513(a) and Glossary): Course syllabi do not include, as appropriate, out-of-class work assignments that support the learning objectives for most courses. Although the campus provided samples of some graded homework assignments, the majority of syllabi provided to the team did not indicate that homework or outside assignments were required and homework assignments were not included as any percent of the final grade.

9.17 Do students confirm that they receive a course syllabus and that it is followed?

- Yes No

9.18 Are the courses available when needed by the student in the normal pursuit of a program of study?

- Yes No

9.19 Was the team able to verify the backup documentation to support the placement rate for the program(s) as reported on the last Campus Accountability Report (formerly AIR) submitted to the Council?

- Yes No NA, (there have been no graduates)

How many calls to employers or graduates were attempted?

There were two calls made to employers and graduates.

How many calls to employers or graduates were successful?

There was one successful call to employers and graduates.

How many of the calls where contact was made with employers or graduates confirmed the employment of the graduate as reported on the CAR? Please explain any discrepancy between the number of successful contacts and confirmations.

The successful contact confirmed the employment of the graduates as reported on the 2011 CAR.

9.20 Was documentation on file to verify graduates classified on the CAR as “not available for placement”?

- Yes No Not Applicable

- 9.21 Does the campus participate in Title IV financial aid?
 Yes No (*Skip to question 9.24*)
- 9.22 Does the campus have written documentation of procedures for developing the application of the U.S. Department of Education's definition of a credit hour?
 Yes No Not Applicable (Clock hour programs only)
- 9.23 Is there evidence that out-of-class work or the equivalency is being evaluated?
 Yes No Not Applicable (Clock hour programs only)

If Yes, briefly describe the documentation of evaluation viewed on site.

Visitation with instructors and students verified evaluation of homework and provided examples of current work that is to be handed back to students.

- 9.24 Are the following appropriate to adequately support the number and nature of the program?
- (a) Facilities
 Yes No
- (b) Instructional equipment
 Yes No
- (c) Resources
 Yes No
- (d) Personnel
 Yes No

9.25 Reviewed at Academic Administrative Center.

NONDEGREE PROGRAMS, OCCUPATIONAL ASSOCIATE'S, ACADEMIC ASSOCIATE'S, AND BACHELOR'S DEGREES ONLY

- 9.27 Do the faculty members' qualifications meet the minimum requirements outlined in the Accreditation Criteria, and are their qualifications academically and experientially appropriate to the subject matter they teach and the level of the credential awarded?
 Yes No
- 9.28 Is the size of the faculty appropriate to the total student enrollment?
 Yes No

OCCUPATIONAL ASSOCIATE'S, ACADEMIC ASSOCIATE'S, BACHELOR'S AND MASTER'S DEGREES ONLY

- 9.29 Is an adequate core of full- and part-time faculty employed to ensure sound direction and continuity of development for the program?
 Yes No NA, hiring responsibility is at Academic Administrative Center.

ACADEMIC ASSOCIATE'S, BACHELOR'S, AND MASTER'S, DEGREES ONLY

- 9.30 Are teaching loads reasonable?
 Yes No

BACHELOR'S DEGREES ONLY

- 9.43 Reviewed at Academic Administrative Center.
- 9.44 Reviewed at Academic Administrative Center.
- 9.45 Reviewed at Academic Administrative Center.

9.46 Reviewed at Academic Administrative Center.

9.47 Is enrollment in the third and fourth years of the bachelor's program sufficient to support regularly scheduled classes and laboratory work?

Yes No N A, (no students in the third and fourth years)

9.48 Reviewed at Academic Administrative Center.

GENERAL COMMENTS:

The program leadership is very positive and very cooperative in helping with materials needed for this visit.

9. PROGRAM EVALUATION

Academic associate's degree in Paralegal Studies

ALL PROGRAMS

9.01 See response from AAC

(a) See response from Academic Administrative Center.

(b) See response from Academic Administrative Center.

(c) See response from Academic Administrative Center.

(d) See response from Academic Administrative Center.

If No for this campus, does the Campus Effectiveness Plan (CEP) include an improvement plan for this program with data, analysis and activities to meet or exceed Council requirements?

Yes No

9.02 Who is assigned to administer the academic program(s), and what are this person's qualifications?

Ms. Julia Viles is assigned to administer the Paralegal Program. Ms. Viles has a master's degree of Management from University of Phoenix (Kansas City, Missouri) and a bachelor's of arts degree in Criminal Justice and Criminology from University of Missouri Kansas City (Kansas City, Missouri). Ms. Viles is supported by Ms. Wendy Staton, the paralegal lead instructor/subject matter specialist. Ms. Staton has a master's of arts degree in Legal Analysis and a certificate in Paralegal Studies from Webster University (Kansas City, Missouri) and a bachelor's in science degree in Criminal Justice from University of Central Missouri (Warrensburg, Missouri).

9.03 Does this individual possess appropriate academic or experiential qualifications?

Yes No

9.04 Is there evidence that the program administrator has sufficient authority and responsibility for the administration of the educational program(s)?

Yes No

9.05 Are the time and resources devoted to the administration of the educational program(s) sufficient?

Yes No

9.06 Does the program meet the needs of its students and the requirements of the council as shown by student achievement outcomes which meet or exceed the standards for the following areas:

(a) Student retention rate of 62%

Yes No Not applicable (new branch only)

(b) Student placement rate of 58%

Yes No Not applicable (new branch only)

If No for either item or if the data is not available, does the Campus Effectiveness Plan (CEP) include data, analysis and activities to meet or exceed the relevant standard:

Yes No

If No insert section numbers 2-1-809, 3-1-512 and 3-1-111 in parentheses and explain:

To meet the retention goal of 65%, the institution is focusing on activities that will assist in increasing its graduation rate.

9.07 List the community resources and how they are utilized to enrich the program(s).

The paralegal program has an active advisory board that consists of attorneys and paralegals in the community. The students have gone on field trips to the law library, and law offices. Several local attorneys have come in as guest speakers.

9.08 Are these resources sufficient?

Yes No

9.09 Reviewed at Academic Administrative Center.

9.10 Does the catalog and/or other advertising material such as brochures and web site, accurately describe the program and its objectives?

Yes No

9.11 For programs that include practica, externships, or internships, does the institution have a written and mutually signed agreement that outlines the arrangement between the institution and the practicum site, including specific learning objectives, course requirements, and evaluation criteria?

Yes No NA, (these elements are not part of the program or no student is far enough along in the program)

9.12 Reviewed at Academic Administrative Center.

9.13 Are independent studies used appropriately, and is there a signed contract that meets Council standards?

Yes No NA

9.14 Reviewed at Academic Administrative Center.

9.15 Are course prerequisites being followed?

Yes No

9.16 Is an appropriately detailed syllabus on file for each course that includes:

(a) Title and course descriptions

Yes No

(b) Course numbers

Yes No

(c) Course prerequisites and/or corequisites

Yes No

(d) Instructional contact hours/credits

Yes No

(e) Learning objectives

Yes No

(f) Instructional materials and references

Yes No

(g) Topical outline of the course

Yes No

(h) Instructional methods

Yes No

(i) Assessment criteria

Yes No

(j) Method of evaluating students

Yes No

(k) Date the syllabus was last reviewed

Yes No

For campuses participating in Title IV that have lecture courses in credit hour programs or clock-to-credit hour programs only:

(l) Out-of-class work assignments that support the learning objectives for the course

Yes No

(m) A description of the minimum amount of time a student is expected to spend on completion of the work assignments

Yes No

If *No*, insert the section number in parentheses, list the courses, and explain:

Section 3-1-513(a) Course syllabi do not include, as appropriate, out-of-class work assignments that support the learning objectives for most courses. Although the campus provided samples of some graded homework assignments, the majority of syllabi provided to the team did not indicate that homework or outside assignments were required and homework assignments were not included as any percent of the final grade.

9.17 Do students confirm that they receive a course syllabus and that it is followed?

Yes No

9.18 Are the courses available when needed by the student in the normal pursuit of a program of study?

Yes No

9.19 Was the team able to verify the backup documentation to support the placement rate for the program(s) as reported on the last Campus Accountability Report (formerly AIR) submitted to the Council?

Yes No NA, (there have been no graduates)

How many calls to employers or graduates were attempted?

None – there have been no graduates.

How many calls to employers or graduates were successful?

None – there have been no graduates.

How many of the calls where contact was made with employers or graduates confirmed the employment of the graduate as reported on the CAR? Please explain any discrepancy between the number of successful contacts and confirmations.

None – there have been no graduates.

9.20 Was documentation on file to verify graduates classified on the CAR as “not available for placement”?

Yes No Not Applicable

9.21 Does the campus participate in Title IV financial aid?

Yes No (*Skip to question 9.24*)

9.22 Does the campus have written documentation of procedures for developing the application of the U.S. Department of Education’s definition of a credit hour?

Yes No Not Applicable (Clock hour programs only)

If *Yes*, briefly describe the procedures.

In the "credit hour" section on page 62 of the campus 2012-2013 catalog, volume 22, the campus policy regarding homework is contained in the "Residence Courses" paragraph.

9.23 Is there evidence that out-of-class work or the equivalency is being evaluated?

Yes No Not Applicable (Clock hour programs only)

If *No*, insert the section number in parentheses and explain:

(Section 2-2-503a) There is no evidence that out-of-class work or the equivalency is being evaluated in all courses. Instructors and students confirmed they were doing out-of-class work that was equivalent to two to three hours per week.

9.24 Are the following appropriate to adequately support the number and nature of the program?

(a) Facilities

Yes No

(b) Instructional equipment

Yes No

(c) Resources

Yes No

(d) Personnel

Yes No

9.25 Renewed at Academic Administrative Center.

NONDEGREE PROGRAMS, OCCUPATIONAL ASSOCIATE'S, ACADEMIC ASSOCIATE'S, AND BACHELOR'S DEGREES ONLY

9.27 Do the faculty members' qualifications meet the minimum requirements outlined in the Accreditation Criteria, and are their qualifications academically and experientially appropriate to the subject matter they teach and the level of the credential awarded?

Yes No

9.28 Is the size of the faculty appropriate to the total student enrollment?

Yes No

OCCUPATIONAL ASSOCIATE'S, ACADEMIC ASSOCIATE'S, BACHELOR'S AND MASTER'S DEGREES ONLY

9.29 Is an adequate core of full- and part-time faculty employed to ensure sound direction and continuity of development for the program?

Yes No NA, hiring responsibility is at AAC

ACADEMIC ASSOCIATE'S, BACHELOR'S, AND MASTER'S, DEGREES ONLY

9.30 Are teaching loads reasonable?

Yes No

ACADEMIC ASSOCIATE'S DEGREES ONLY

9.38 Reviewed at Academic Administrative Center.

9.39 Reviewed at Academic Administrative Center.

9.40 Reviewed at Academic Administrative Center.

9.41 Is enrollment in the second academic year of the two-year program sufficient to support regularly scheduled classes?

Yes No Not Applicable (no students in the second year)

9.42 Reviewed at Academic Administrative Center.

9. PROGRAM EVALUATION

Academic associate's degree in Business Management

Bachelor's of science degree in Project Management

Bachelor's of science degree in Project Management and Administration Bachelor's of science degree in Project Management and Administration, Construction Option

Bachelor's of science degree in Project Management and Administration, Information Technology Option

ALL PROGRAMS

9.01 See response from Academic Administrative Center.

(a) See response from Academic Administrative Center.

(b) See response from Academic Administrative Center.

(c) See response from Academic Administrative Center.

(d) See response from Academic Administrative Center.

If No for this campus, does the Campus Effectiveness Plan (CEP) include an improvement plan for this program with data, analysis and activities to meet or exceed Council requirements?

Yes No

9.02 Who is assigned to administer the academic program(s), and what are this person's qualifications?

Ms. Julia Viles is assigned to administer the academic programs of academic associate's degree of Business Management, bachelor's of science degree in Project Management, bachelor's of science degree in Project Management and Administration, bachelor's of science degree in Project Management and Administration with a concentration in Construction Option, and bachelor's of science degree in Project Management and Administration with an Information Technology Option. Ms. Viles received her bachelor's of arts degree in Criminal Justice from the University of Missouri, a bachelor's of art degree in Sociology from the University of Missouri, and a master's degree in Management from the University of Phoenix. Project Management has three separate concentrations. Ms. Viles receives subject matter and curriculum-related support for the Construction Option and Information Technology Option from the chairs of those departments. Ms. Viles has recently started attending classes to earn her master's in science degree in Information Assurance and Security from Capella University. Ms. Viles is a dedicated manager with over nine years experience in retail and education. Prior to joining ITT Technical Institute, Ms. Viles worked for Community America Credit Union conducting investigations related to retail crimes.

9.03 Does this individual possess appropriate academic or experiential qualifications?

Yes No

9.04 Is there evidence that the program administrator has sufficient authority and responsibility for the administration of the educational program(s)?

Yes No

9.05 Are the time and resources devoted to the administration of the educational program(s) sufficient?

Yes No

9.06 Does the program meet the needs of its students and the requirements of the council as shown by student achievement outcomes which meet or exceed the standards for the following areas:

(a) Student retention rate of 62%

Yes No Not applicable (new branch only)

(b) Student placement rate of 58%

Yes No Not applicable (new branch only)

If No for either item or if the data is not available, does the Campus Effectiveness Plan (CEP) include data, analysis and activities to meet or exceed the relevant standard:

Yes No

9.07 List the community resources and how they are utilized to enrich the program(s).

The team found, after review of the community resources binder and after speaking with the Business Program chairperson, that the Business and Project Management programs are currently not utilizing community resources. The team was shown one technology related resource, but found the resourced insufficient for business and project management students. The team found a greater need for program specific speakers, field trips, outside resources, and other related resources to this program. The program has been in existence for nine months without appropriate resources.

9.08 Are these resources sufficient?

Yes No

If No, insert the section number in parentheses and explain:

(Section 3-1-512(c))

The team found that resources of the community are not being utilized to enrich these programs.

9.09 Reviewed at Academic Administrative Center.

9.10 Does the catalog and/or other advertising material such as brochures and web site, accurately describe the program and its objectives?

Yes No

9.11 For programs that include practica, externships, or internships, does the institution have a written and mutually signed agreement that outlines the arrangement between the institution and the practicum site, including specific learning objectives, course requirements, and evaluation criteria?

Yes No NA, (these elements are not part of the program or no student is far enough along in the program)

9.12 Reviewed at Academic Administrative Center.

9.13 Are independent studies used appropriately, and is there a signed contract that meets Council standards?

Yes No NA

If No, insert the section number in parentheses and explain:

While the school uses independent studies on occasion, the programs evaluated in this section are not currently utilizing independent studies.

9.14 Reviewed at Academic Administrative Center.

9.15 Are course prerequisites being followed?

Yes No

9.16 Is an appropriately detailed syllabus on file for each course that includes:

(a) Title and course descriptions

Yes No

(b) Course numbers

Yes No

(c) Course prerequisites and/or corequisites

Yes No

(d) Instructional contact hours/credits

Yes No

(e) Learning objectives

Yes No

(f) Instructional materials and references

Yes No

(g) Topical outline of the course

Yes No

(h) Instructional methods

Yes No

(i) Assessment criteria

Yes No

(j) Method of evaluating students

Yes No

(k) Date the syllabus was last reviewed

Yes No

For campuses participating in Title IV that have lecture courses in credit hour programs or clock-to-credit hour programs only:

(l) Out-of-class work assignments that support the learning objectives for the course

Yes No

(m) A description of the minimum amount of time a student is expected to spend on completion of the work assignments

Yes No

If *No*, insert the section number in parentheses, list the courses, and explain:

9.16(l): (Section 3-1-513(a) and Glossary): Course syllabi do not include, as appropriate, out-of-class work assignments that support the learning objectives for most courses.

Although the campus provided samples of some graded homework assignments, the majority of syllabi provided to the team did not indicate that homework or outside assignments were required and homework assignments were not included as any percent of the final grade.

9.17 Do students confirm that they receive a course syllabus and that it is followed?

Yes No

9.18 Are the courses available when needed by the student in the normal pursuit of a program of study?

Yes No

9.19 Was the team able to verify the backup documentation to support the placement rate for the program(s) as reported on the last Campus Accountability Report (formerly AIR) submitted to the Council?

Yes No NA, (there have been no graduates)

How many calls to employers or graduates were attempted?

The following number of calls was made to employers for the following programs:

Academic associate's degree in Business Management – 0

Bachelor's of science degree in Project Management – 2

Bachelor's of science degree in Project Management and Administration – 0

Bachelor's of science degree in Project Management and Administration, Construction Option – 1

Bachelor's of science degree in Project Management and Administration – Information Technology Option - 0

How many calls to employers or graduates were successful?

The following number of calls, by program, was successful:

Academic associate's degree in Business Management – 0

Bachelor's of science degree in Project Management – 2

Bachelor's of science degree in Project Management and Administration – 0

Bachelor's of science degree in Project Management and Administration, Construction Option – 1

Bachelor's of science degree in Project Management and Administration, Information Technology Option - 0

How many of the calls where contact was made with employers or graduates confirmed the employment of the graduate as reported on the CAR? Please explain any discrepancy between the number of successful contacts and confirmations.

All of the calls where contact was made confirmed the employment of the graduates as reported on the 2011 CAR.

9.20 Was documentation on file to verify graduates classified on the CAR as “not available for placement”?

Yes No Not Applicable

9.21 Does the campus participate in Title IV financial aid?
 Yes No (*Skip to question 9.24*)

9.22 Does the campus have written documentation of procedures for developing the application of the U.S. Department of Education's definition of a credit hour?
 Yes No Not Applicable (Clock hour programs only)

If *Yes*, briefly describe the procedures.

In the "credit hour" section on page 61 of the campus' 2012-2013 catalog, volume 22, the campus policy regarding homework is contained in the "Residence Courses" paragraph.

9.23 Is there evidence that out-of-class work or the equivalency is being evaluated?
 Yes No Not Applicable (Clock hour programs only)

If *No*, insert the section number in parentheses, list the courses, and explain:

9.23 (Section 2-2-503a) All business and project management courses are covered in this paragraph. Instructors and students did verify that outside work is being performed and graded, but the team has found that the work is inadequate to complete the hours mandated by the Department of Education of two hours outside work for each credit hour of classroom time.

9.24 Are the following appropriate to adequately support the number and nature of the program?

(a) Facilities

Yes No

(b) Instructional equipment

Yes No

(c) Resources

Yes No

(d) Personnel

Yes No

9.25 - reviewed at AAC

NONDEGREE PROGRAMS, OCCUPATIONAL ASSOCIATE'S, ACADEMIC ASSOCIATE'S, AND BACHELOR'S DEGREES ONLY

9.27 Do the faculty members' qualifications meet the minimum requirements outlined in the Accreditation Criteria, and are their qualifications academically and experientially appropriate to the subject matter they teach and the level of the credential awarded?

Yes No

9.28 Is the size of the faculty appropriate to the total student enrollment?

Yes No

OCCUPATIONAL ASSOCIATE'S, ACADEMIC ASSOCIATE'S, BACHELOR'S AND MASTER'S DEGREES ONLY

9.29 Is an adequate core of full- and part-time faculty employed to ensure sound direction and continuity of development for the program?

Yes No NA, hiring responsibility is at AAC

ACADEMIC ASSOCIATE'S, BACHELOR'S, AND MASTER'S, DEGREES ONLY

9.30 Are teaching loads reasonable?

Yes No

9.33 Reviewed at AAC

ACADEMIC ASSOCIATE'S DEGREES ONLY

9.38 Reviewed at Academic Administrative Center.

9.39 Reviewed at Academic Administrative Center.

9.40 Reviewed at Academic Administrative Center.

9.41 Is enrollment in the second academic year of the two-year program sufficient to support regularly scheduled classes?

Yes No Not Applicable (no students in the second year)

9.42 Reviewed at Academic Administrative Center.

BACHELOR'S DEGREES ONLY

9.43 Reviewed at Academic Administrative Center.

9.44 Reviewed at Academic Administrative Center.

9.45 Reviewed at Academic Administrative Center.

9.46 Reviewed at Academic Administrative Center.

9.47 Is enrollment in the third and fourth years of the bachelor's program sufficient to support regularly scheduled classes and laboratory work?

Yes No N A, (no students in the third and fourth years)

9.48 Reviewed at Academic Administrative Center.

SUMMARY for ITT Technical Institute, Kansas City

Visit Dates: 11-12 Oct 12

*The team has found 4 areas of non compliance*The institution is not in compliance with the *Accreditation Criteria* in the following areas:

Citation # (in bold)	Summary Statement (followed by report page number)
Section: 3-1-513 (a) and glossary)	The syllabi does not contain language specific to out-of-work assignments that support the learning objectives for several courses.
Section: 3-1-513 and glossary	There is not a description in the syllabus of the minimum amount of time a student is expected to spend on completion of the work assignments for several courses.
Section 2-2-503(a)	There is no evidence that out of class work or the equivalency is being evaluated in all courses.
(Section 3-1-512(c))	There are insufficient community resources to support two programs.



NEW GRANT VISIT REPORT

**Westwood College, Annandale Campus
7619 Little River Turnpike, Suite 500
Annandale, VA 22003
ACICS ID Code: 00027058**

**Dr. Mary Kay Svedberg, Campus President (msvedberg@westwood.edu)
27058@westwood.edu**

**MAIN CAMPUS
Westwood College-South Bay
Torrance, CA 90502
ACICS ID Code: 00027056**

September 9-10, 2013

Dr. Richard Murphree	Chair	Consultant Effectual Business Service	Eagle, ID
Ms. Betty Herard	Student-Relations Specialist	Global Learning Strategies	Birmingham, AL
Dr. Thomas Duff	Educational Activities and Library	University of Minnesota, Duluth	Duluth, MN
Mr. Steve Johnson	Business Administration Specialist	Team member's institution	Memphis, TN
Mr. George Cormier Jr.	Construction Management Specialist	ITT Technical Institute	Las Vegas, NV
Mr. Terry Campbell	Criminal Justice Specialist	Kaplan University	Okeechobee, FL
Dr. Eva Skuka	Medical Assistant/Office Management Specialist	Berkley College	Wayne, NJ
Mr. Barry Phillips	Graphic Design Specialist	Art Director -PBS, NBC	Burelson, TX
Mr. Fredrick Hampton	Interior Design/Computer-Aided Design Specialist	Design Collaborative	Tampa, FL
Mr. Charles Saunders	Information Technology Specialist	Virginia College	Owens Cross Roads, AL
Ms. Karly Zeigler	Staff Representative	ACICS	Washington, DC

750 First Street, NE, Suite 980 • Washington, DC 20002-4223 • t - 202.336.6780 • f - 202.842.2593 • www.acics.org

ACCREDITING COUNCIL FOR INDEPENDENT COLLEGES AND SCHOOLS

**PROGRAMS OFFERED BY
WESTWOOD COLLEGE
ANNANDALE, VA**

CREDENTIAL EARNED	ACICS CREDENTIAL	APPROVED PROGRAM TITLE	Clock Hrs.	Credit Hrs.	Enroll: Full- time/ Part- time	CAR Retention & Placement			
						2012		2011	
						Ret.	Pla.	Ret.	Pla.
Diploma	Diploma	Medical Assisting	955	69.5	37/1	88.89%	N/A	N/A	N/A
Associate of Science	Academic Associate's degree	Computer Aided Design: Architectural Drafting	1205	90	12/5	80%	100%	N/A	N/A
Associate of Science	Academic Associate's degree	Business Administration	910	90	22/12	91.67%	N/A	68.80%	100%
Associate of Science	Academic Associate's degree	Criminal Justice	905	90	17/5	100%	N/A	N/A	N/A
Associate of Science	Academic* Associate's degree	Medical Assisting *	1180	92	12/8	N/A	N/A	N/A	N/A
Associate of Science	Academic Associate's degree	Construction Management	965	90	13/7	100%	N/A	N/A	N/A
Associate of Science	Academic Associate's degree	Graphic Design	1205	90	15/4	68.09%	100%	79.20%	100%
Associate of Science	Academic Associate's degree	Information Technology	1225	90	12/31	77.42%	N/A	50%	N/A
Associate of Science	Academic Associate's degree	Medical Office Management	945	90	6/3	100%	N/A	N/A	N/A
Bachelor of Science	Bachelor's degree	Business Administration: Major Accounting and Financial Management	1820	180	3/6	66.67%	N/A	57.10%	N/A
Bachelor of Science	Bachelor's degree **	Business Administration: Major in Healthcare Management **	1820	180	2/1	58.62%	N/A	44.40%	100%
Bachelor of Science	Bachelor's degree	Business Administration: Major in Human Resources Management	1820	180	1/1	100%	N/A	N/A	N/A
Bachelor of Science	Bachelor's degree	Business Administration: Major in Management	1820	180	10/5	58.49%	100%	53.30%	N/A
Bachelor of Science	Bachelor's degree	Graphic Design: Animation	2330	180	6/4	81.48%	66.67%	79.50%	100%
Bachelor of Science	Bachelor's degree	Information and Network Technologies: Computer Forensics	2305	180	2/0	100%	N/A	75%	N/A
Bachelor of Science	Bachelor's degree	Information and Network Technologies: Network Management	2350	180	14/6	70.21%	100%	65.10%	N/A
Bachelor of Science	Bachelor's degree	Information Technology: Systems Security	2350	180	12/3	70%	33.33%	55.90%	100%
Bachelor of Science	Bachelor's degree	Criminal Justice: Major in Administration	1820	180	32/1	72.73%	90%	68.60%	84.60%
Bachelor of Science	Bachelor's degree	Criminal Justice: Major in Investigations	1820	180	7/1	68.97%	80%	56.10%	100%
Bachelor of Science	Bachelor's degree	Construction Management	1945	180	12/7	72.14%	100%	73.80%	90.90%
Bachelor of Science	Bachelor's degree	Interior Design	2330	180	8/1	77.50%	62.50%	72.70%	80%

TOTAL ENROLLMENT

378

*Program reviewed for the first time

**Not accepting new students

*** Typed in bold are any retention rate below 62% or placement rate below 58%

INTRODUCTION

In March 2006, the Westwood College Annandale opened its doors for the inaugural term. The campus is nestled in the beltway of our nation's capital, located at 7619 Little River Turnpike, Suite 500, in Annandale, Virginia. Initially, the college was accredited by the Accrediting Commission of Career Schools and Colleges (ACCSC) and its programs were approved by the State Council of Higher Education for Virginia (SCHEV). In December 2010, the college received initial accreditation from the Accrediting Council for Independent Colleges and Schools (ACICS).

Due to rapid student population growth, it was apparent that the college needed additional space for classrooms and labs. In August 2010, the college added 9,815 additional square feet in an adjoining building located at 7611 Little River Turnpike, 6th Floor, Annandale, Virginia. The Hon. John Roll courtroom has shared occupancy in the additional space since February 2011.

A consortium agreement is signed with Westwood College Online to offer campus students the opportunity to take courses through online delivery, providing more flexibility in class options for students enrolled in residential campus programs.

As of July 1, 2013, the student population is 386.

1. MISSION

- 1.01 Give the page number in the campus catalog on which the mission statement can be found.
 The mission statement can be found on page eight of the 2013 course catalog dated May 2013.
- 1.02 Does the campus have an appropriate mission statement with a set of supporting objectives?
 Yes No
- 1.03 Are the objectives devoted substantially to career-related education?
 Yes No
- 1.04 Are the objectives reasonable for the following?
 (a) The programs of instruction
 Yes No
 (b) The modes of delivery.
 Yes No
 (c) The facilities of the campus.
 Yes No
- 1.05 Are the mission statement and supporting objectives appropriately disclosed in the campus catalog and in other publications that are readily available and understandable to the public?
 Yes No
- 1.06 Is the campus committed to successful implementation of its mission?
 Yes No

CAMPUS EFFECTIVENESS

- 1.07 Does the campus have a current Campus Effectiveness Plan (CEP)?
 Yes No
- 1.08 If the campus is an additional location, does the additional location have its own CEP, separate from the main campus IEP?

Yes No Not Applicable

1.09 Does the CEP describe the following?

(a) The characteristics of the programs offered.

Yes No

(b) The characteristics of the student population.

Yes No

(c) The types of data that will be used for assessment.

Yes No

(d) Specific goals to improve the educational processes.

Yes No

(e) Expected outcomes of the plans.

Yes No

1.10 Are the following five required elements evaluated in the CEP?

(a) Student retention.

Yes No

(b) Student placement.

Yes No Not Applicable (new additional location only)

(c) Level of graduate satisfaction.

Yes No Not Applicable (new additional location only)

(d) Level of employer satisfaction.

Yes No Not Applicable (new additional location only)

(e) Student learning outcomes.

Yes No

(Section 3-1-111): Follow-up studies on graduate satisfaction are not being completed in compliance with *Criteria*. The team verified the campus conducts "graduate" surveys only once, and these surveys are conducted during a student's last term, prior to graduation. While on-site, the campus created a new policy that states they will be sending out graduate surveys 150 days following a student's graduation. In addition, their corporate headquarters stated they will implement the new surveys.

1.11 Define the student learning outcomes used by the campus and how these outcomes are being assessed.

The campus assesses student-learning outcomes through an analysis of certification exams, cumulative G.P.A., and grade distribution. These assessments are linked together to form a comprehensive evaluation of student learning. Student learning outcomes are assessed by comparing baseline data with current rates in each of the areas mentioned above.

1.12 Are the following identified and described in the CEP?

(a) The baseline data for each outcome.

Yes No Not Applicable

(b) The data used by the campus to assess each outcome.

Yes No Not Applicable

(c) How the data was collected.

Yes No Not Applicable

(d) An analysis and summary of the data collected and an explanation of how the data will be used to improve the educational processes.

Yes No Not Applicable

1.13 Has the campus published annual placement and retention goals in its CEP that take into account its rates from the last three Campus Accountability Reports and that demonstrate its ability to maintain or improve retention and placement outcomes?

Yes No Not Applicable (new additional location or initial applicant only)

1.14 Has the campus published specific activities that will be undertaken to meet placement and retention goals?

Yes No Not Applicable (new additional location only)

- 1.15 Describe the specific activities that the campus will undertake to meet these goals.
 To meet its 2013 retention goal of 72%, new tools such as a ground tracking matrix and weekly reports on at risk students have been added to assist in tracking student progress more closely and intervening earlier when issues with attendance or grades arise.
- To meet its 2013 placement goal of 72%, the campus is increasing activities with employers including bringing employers on the campus as guest speakers, the Campus to Community (C2C) initiative, and providing employer-led interview workshops.
- 1.16 Does the campus have documentation to show the following?
- (a) That the CEP has been implemented.
 Yes No
- (b) That specific activities listed in the plan have been completed.
 Yes No
- (c) That periodic progress reports have been completed.
 Yes No
- 1.17 Who is responsible for implementing and monitoring the CEP? Describe this individual's qualifications. If a committee is utilized please describe the committee.
 The campus effectiveness committee consists of the following members: campus president, academic dean, director of operations, librarian, and the registrar. The CEP committee meets quarterly to review and monitor the improvement processes and, on an annual basis, discusses major revisions or updates and the implementation of these actions.
- 1.18 Does the campus have documentation to show that the CEP is evaluated at least annually?
 Yes No Not Applicable (new additional location or initial applicant only)

2. ORGANIZATION

- 2.01 Is the following information regarding the campus appropriately stated in the catalog?
- (a) Governance, control, and corporate organization.
 Yes No
- (b) Names of the trustees, directors, and/or officers.
 Yes No
- (c) Names of the administrators.
 Yes No
- 2.02 Does the campus:
- (a) Adequately train its employees?
 Yes No
- (b) Provide them with constant and proper supervision?
 Yes No
- (c) Evaluate their work?
 Yes No
- 2.03 Is the administration of the campus efficient and effective?
 Yes No
- 2.04 Does the campus maintain written documentation to show that faculty and staff members:
- (a) Clearly understand their duties and responsibilities?
 Yes No
- (b) Know the person to whom they report?
 Yes No
- (c) Understand the standards by which the success of their work is measured?
 Yes No
- 2.05 Does the administration maintain documentation of the evaluation of the faculty and staff?

Yes No

If *No*, insert the section number in parentheses and explain:

(Section 3-1-202(b)): There is no evidence that the administration maintains appropriate evaluation of all faculty. The following faculty do not have classroom observations or evaluations on file that have been completed within the past year: Mr. Faheem Kahn; Mr. John-Sim Park; Mr. James Rogers; and Ms. Ebony Scurry.

2.06 Has the campus adopted a policy on academic freedom that has been communicated to the faculty?

Yes No

2.07 Does the campus have an appropriate grievance policy for faculty and staff?

Yes No

2.08 Does the campus catalog or the student handbook contain an appropriate grievance policy for students that includes the name and address of ACICS?

Yes No Not Applicable (initial applicants only)

2.09 Who is responsible for the financial oversight of the campus, and what are this person's qualifications?

Dr. Mary Kay Svedberg, campus president, is responsible for financial oversight of the campus. Dr. Svedberg has a bachelor's degree in Family and Child Development, a master's degree in Education from the College of William and Mary, and a doctoral degree in Human Development from Virginia Tech. She has been with the campus since 2009, initially as the academic dean and then the vice president before becoming the president in 2010.

3. ADMINISTRATION

3.01 Is there evidence that the chief on-site administrator(s) or the self-study coordinator for the campus attended an accreditation workshop within 18 months prior to the final submission of the self-study?

Yes No

3.02 Are all staff well trained to carry out administrative functions?

Yes No

3.03 Who is the on-site administrator, and what are this person's qualifications?

Dr. Svedberg, campus president, is the on-site administrator. As previously mentioned, Dr. Svedberg has a bachelor's degree in Family and Child Development, a master's degree in Education from the College of William and Mary, and a doctoral degree in Human Development from Virginia Tech. She has been with the campus since 2009, initially as the academic dean and then the vice president before becoming the president in 2010.

3.04 Does the campus list degrees of staff members in the catalog?

Yes No

If *Yes*, is appropriate evidence of the degrees on file?

Yes No

3.05 Is there evidence that the campus keeps adequate records to support the following administrative operations?

(a) Financial aid activities.

Yes No Not Applicable (campus does not participate in financial aid)

(b) Admissions.

Yes No

(c) Curriculum.

Yes No

(d) Accreditation and licensure.

Yes No

(e) Guidance.

Yes No

(f) Instructional resources.

Yes No

(g) Supplies and equipment.

Yes No

(h) The school plant.

Yes No

(i) Faculty and staff.

Yes No

(j) Student activities.

Yes No

(k) Student personnel.

Yes No

3.06 Does the campus admit ability-to-benefit students?

Yes No (*Skip to Question 3.11.*)

3.11 Do student files contain evidence of graduation from high school or the equivalent?

Yes No

3.12 Are appropriate transcripts maintained for all students?

Yes No

3.13 Is the grading system fully explained on the transcript, and is it consistent with the grading system that appears in the campus catalog?

Yes No

3.14 Are student records protected from theft, fire, water damage, or other possible loss?

Yes No

3.15 Does the campus maintain transcripts for all students indefinitely?

Yes No

3.16 Does the campus maintain admissions data and other records for at least five years from the last date of attendance for all students?

Yes No

4. RELATIONS WITH STUDENTS

4.01 How many student files were reviewed during the evaluation?

The team reviewed 43 files including files of active students, students who had withdrawn, students on financial aid warning, students receiving transfer of credit, and 2012 CAR reported graduates.

4.02 Does the campus ensure that its student relations reflect high ethical standards?

Yes No

4.03 Does the campus have appropriate admissions criteria?

Yes No

4.04 Does the campus contract with third parties for admissions and recruiting purposes?

Yes No

4.05 Is there evidence to document that admissions criteria are applied consistently to all students admitted under the same version of the admissions criteria (e.g., that students admitted into specific programs for the same start date are admitted under the same admissions criteria)?

Yes No

4.06 Does the admissions policy conform to the campus's mission?

Yes No

4.07 Is the admissions policy publicly stated?

Yes No

4.08 Is the admissions policy administered as written?

Yes No

4.09 Does the campus use an enrollment agreement for each enrolled student that:

(a) Clearly outlines the financial obligations of both the institution and the student?

Yes No

(b) Outlines all program related tuition and fees?

Yes No

(c) Has a signature of the student and the appropriate school representative?

Yes No

Is there evidence that a copy of the agreement has been provided to the student?

Yes No

4.10 Who is responsible for the oversight of student recruitment at the campus and what are this person's qualifications?

Mr. Kimball Cochran, regional director of admissions since August 2011, is responsible for the oversight of student recruitment at the campus. He holds a bachelor's degree in Business Operations from DeVry University and a master's degree in Project Management with a concentration in Human Resources from Keller Graduate School. Previously, he was employed as regional director of admissions and student services at DeVry University from November 1999 to November 2002.

4.11 How is the team able to verify that the recruiting process for new students is ethical and compatible with the educational objectives for the campus?

The team was able to verify that the recruiting process for new students is ethical and compatible with the educational objectives for the campus by interviewing admission representatives, students, and the director of admissions. The team interviewed Mr. Slade Jones, senior assistant director of admissions and representative trainer. Mr. Slade provided a step-by-step description of the recruitment process including scripts, web-based presentations, and a video wrap-up presentation shown to prospective students. Representatives interview students and have students state why they are interested in their selected program and Westwood College. The student then meets with the director to verify whether Westwood College is a good match for them.

Are these recruiting practices ethical and compatible with the educational objectives of the campus?

Yes No

4.12 Are individuals engaged in admissions or recruitment activities communicating current and accurate information regarding the following?

(a) Courses and programs.

Yes No

(b) Services.

Yes No

(c) Tuition.

Yes No

(d) Terms.

Yes No

(e) Operating policies.

Yes No

4.13 Does the campus use prospective student names obtained as a result of a survey, canvass, or promise of future employment or income while a student, or as a result of other marketing activity?

Yes No

If Yes, is the name of the campus clearly identified, and is there evidence that the reason for usage of the name has been communicated to the student?

Yes No

4.14 Does the state in which the campus operates require representatives to be licensed or registered?

Yes No

4.15 Are the titles of recruitment and enrollment personnel appropriate?

Yes No

4.16 Does someone other than recruitment and enrollment personnel make final decisions regarding financial aid eligibility, packaging, awarding, and disbursement?

Yes No Not Applicable (campus does not participate in financial aid)

4.17 Are all recruiters supervised by the campus to ensure that their activities are in compliance with all applicable standards?

Yes No

4.18 Does the campus have written policies and procedures for evaluating and accepting transfer of credit?

Yes No

4.19 Is there evidence that the campus properly awards transfer of credit?

Yes No Not Applicable

4.20 Does the campus publicize its transfer credit policies, including policies related to accepting transfer credit from another campus?

Yes No

4.21 Has the campus established articulation agreements with other institutions?

Yes No (Skip to question 4.23 for Master's Degree Programs or 4.24 for all programs)

4.24 Is the standards of satisfactory academic progress policy published in the catalog?

Yes No

If Yes, state the page number(s) where the standards of satisfactory academic progress policy is published?

The standards of satisfactory academic progress (SAP) policy is published on pages 70-72 in the May 2013 course catalog.

4.25 Does the standards of satisfactory academic progress (SAP) policy published in the catalog contain the following?

(a) A definition of the maximum time frame allowed for students to complete a program as 1.5 times the normal program length.

Yes No

(b) A schedule that designates the minimum percentage of work that a student must successfully complete at the end of each evaluation increment to complete the program within the maximum time frame.

Yes No

(c) Procedures for re-establishing satisfactory academic progress.

Yes No

(d) A definition of the effects of the following on the CGPA and successful course-completion percentage:

Withdrawals.

Yes No

Incomplete grades.

Yes No

Repeated courses.

Yes No

Non-punitive grades.

Yes No Not Applicable (campus does not offer)

Non-credit or remedial courses.

Yes No Not Applicable (campus does not offer)

A warning status.

Yes No Not Applicable (campus does not use)

A probationary period.

Yes No

An appeal process.

Yes No

An extended-enrollment status.

Yes No Not Applicable (campus does not offer)

The effect when a student changes programs.

Yes No Not Applicable (campus only offers one program of study)

The effect when a student seeks to earn an additional credential.

Yes No Not Applicable (campus only offers one credential)

The implications of transfer credit.

Yes No

4.26 Does the campus apply its SAP standards consistently to all students?

Yes No

If *No*, insert the section number in parentheses, list student names, and explain:

(Section 3-1-420 and Appendix D): The campus does not apply its SAP standards consistently to all students as required by the *Accreditation Criteria*; specifically, for Mr. Benjamin Dashiell II as follows:

1. Mr. Dashiell was admitted as a transfer student on August 24, 2010, from ITT Technical Institute in Springfield, VA. He was admitted with eight (8) transferred courses, which totaled 40 credits earned.
2. At the end of his first term, he received all F's for the three (3) courses he was enrolled in and earned a 0.00 term GPA and 0.00 CGPA.
3. His transcript posts a GPA of 1.96 and 81 credits earned for the stated term beginning August 2010.
4. There was no SAP documentation for this inconsistency, and Mr. Dashiell was either released or withdrew at the end of the August 2010 term.
5. He was allowed to re-entry in the January 2011 term without any documentation of SAP/probationary conditions.
6. A SAP appeal form dated 3/18/13 is in his file, which states he is allowed to remain in school for one term with the stipulation that he maintains a minimum GPA of 3.0 for the term beginning 3/20/13.
7. The team verified Mr. Dashiell received a .77 GPA for the term beginning 3/20/13; however, he has maintained enrollment, and is currently enrolled at the time of the visit.
8. There is no documentation that verifies the rationale and how it demonstrates a consistent application of the campus' SAP standards for Mr. Dashiell's current and continuous enrollment.

4.27 Are students who are not making satisfactory academic progress properly notified?

Yes No Not Applicable (no students are in violation of SAP)

If *No*, insert the section number in parentheses, list student names, and explain:

(Section 3-1-420 and Appendix D): Students who are not making SAP are not properly notified. As stated in response to Item 4.26 above, at the end of Mr. Dashiell's first term at the campus, he received all F's for the three (3) courses he was enrolled in and earned a 0.00 term GPA and 0.00 CGPA; yet his transcript posts a GPA of 1.96 and 81 credits earned for the stated term beginning August 2010, and there is no SAP documentation or evidence of notification to the student for this inconsistency. Furthermore, Mr. Dashiell was either released or withdrew at the end of the August 2010 term, and he was allowed to re-entry in the January 2011 term without any documentation of SAP/probationary conditions or evidence of notification to the student.

4.28 Is SAP evaluated at the end of each academic year or at 50% of the normal program length if the program is one academic year in length or shorter?

Yes No

4.29 Is SAP evaluated at the end of the second academic year and at the end of each subsequent academic year where students must have a minimum CGPA of 2.0 on a scale of 4.0 or it's equivalent?

Yes No Not Applicable (all programs are one year or less)

- 4.30 Are students who are not making satisfactory academic progress at the end of the second year dismissed?
 Yes No Not Applicable (all programs are less than two years)

If *No*, insert the section number in parentheses, list student names, and explain:

(Section 3-1-420 and Appendix D): Students who are not achieving satisfactory academic progress at the end of the second year are not dismissed. As stated in response to Items 4.26 and 4.27 above, at the end of the August 2010 term, Mr. Dashiell had an earned GPA and CGPA of 0.00, and was either released or withdrew at that time. He re-entered in the January 2011 term and the team verified he had a .77 GPA for the term beginning 3/20/13; however, he has maintained enrollment, and is currently enrolled at the time of the visit.

- 4.31 Are qualitative and quantitative components evaluated cumulatively for all periods of a student's enrollment?
 Yes No

- 4.32 Are students allowed to remain on financial aid while under warning status?
 Yes No Not Applicable (campus does not participate in financial aid)

If *Yes*, is the student informed of this policy?

Yes No

- 4.33 Are students whose appeals are granted due to mitigating circumstances placed on probation, eligibility for financial aid reinstated and considered to be making satisfactory academic progress?
 Yes No

- 4.34 Are students who are placed in an extended-enrollment status denied eligibility for federal financial aid (unless there are mitigating circumstances)?
 Yes No Not Applicable (campus does not have extended enrollment and/or does not participate in financial aid)

- 4.35 Do credits attempted during the extended-enrollment status count toward the 1.5 times of normal program length?
 Yes No Not Applicable (campus does not have extended enrollment)

- 4.36 For students who have exceeded one and one-half times the standard time frame and were awarded the original credential, were any additional financial obligations waived?
 Yes No Not Applicable (there is no such student)

- 4.37 Are students required to have a minimum CGPA of 2.0 or its equivalent upon graduation from all programs?
 Yes No

- 4.38 Who is responsible for the administration of satisfactory academic progress, and what are this person's qualifications?
 Ms. Borges, registrar, is responsible for the administration of SAP; she has held this position since July 2013. She joined Westwood College in December 2011 and had served as student support representative and assistant registrar prior to her current appointment. She holds a bachelor's degree in Administration of Justice and European History from the University of Hawaii.

- 4.39 Does the campus encourage and assist students who are experiencing difficulty in progressing satisfactorily in their programs?
 Yes No

- 4.40 Does the campus finance any of the following? (Mark all that apply.)
 (a) Scholarships.
 (b) Grants.
 (c) Loans.
 (d) The campus does not offer scholarships, grants, and/or loans. (*Skip to Question 4.42.*)

If *Yes* for any item, does the campus properly identify all scholarship, grant, and loan programs?

Yes No

- 4.41 Does the campus fully disclose the terms, conditions, and application procedures regarding campus loan, scholarship and grant programs in its catalog?
 Yes No
- 4.42 Are all similarly circumstanced students who enrolled at the same time and in the same programs charged the same tuition and fees?
 Yes No
- 4.43 Are tuition and fees clearly stated in the catalog?
 Yes No
- If Yes, have students confirmed receiving a copy of the catalog?
 Yes No Not Applicable
- 4.44 Do the financial records of students clearly show the following?
 (a) Charges.
 Yes No
 (b) Dates for the posting of tuition.
 Yes No
 (c) Fees.
 Yes No
 (d) Other charges.
 Yes No
 (e) Payments.
 Yes No
 (f) Dates of payment.
 Yes No
 (g) The balance after each transaction.
 Yes No
- 4.45 Is the effective date listed on announcements of changes in tuition and fees?
 Yes No Not Applicable (campus has not changed tuition or fees)
- 4.46 Is the campus' refund policy published in the catalog?
 Yes No
- 4.47 Is the refund policy fair, equitable, and applicable to all students?
 Yes No
- 4.48 Is the campus following its stated refund policy?
 Yes No
- 4.49 Does the campus participate in Title IV financial aid?
 Yes No (*Skip to question 4.57*)
- 4.50 Who is responsible on-site for administering student financial aid, and what are this person's qualifications?
 Ms. Melissa Q. Blas, director of financial services, is responsible for administering student financial aid. Ms. Blas holds a certificate in Advanced Information Systems from Business Computer Training Institute, and is currently attending the University of Maryland where she is pursuing a bachelor's degree in Business Management. Prior to joining Westwood College, Ms. Blas held the position of senior finance representative at Corinthian Colleges. The team verified Ms. Blas is a member of the Virginia Association of Student Financial Aid Administrators (VASFAA).
- 4.51 Is the person who determines the amount of student awards *not* also responsible for disbursing those awards?
 Yes No
- 4.52 Are final student financial aid award determinations made by administrative individuals who are *not* responsible for recruitment?

Yes No

4.53 Is the financial aid administrator a member of a state, regional, or national financial aid association and up to date on procedures and changes in the field?

Yes No

4.54 Describe how the financial aid office stays current with regulation and policy changes in financial aid (include all appropriate memberships in professional organizations held by this individual).

Ms. Blas, director of student financial services, and her staff stay current with regulation and policy changes through their membership in VASFAA and by attending VASFAA conferences and industry events, the central administration's "Center Update Calls" and financial aid staff training, and reviewing U.S. Department of Education "Dear Colleague Letters."

4.55 Is there evidence that the financial aid administrator regularly participates in professional awareness activities?

Yes No

4.56 Does the campus have a written policy that accurately reflects the U.S. Department of Education's definition of a credit hour for credit hour programs and/or clock-to-credit hour programs, including conversion ratios?

Yes No

4.57 Does the campus provide discounts for cash received in advance of the normal payment schedule?

Yes No (*Skip to question 4.58.*)

4.58 Describe the student services offered by the campus such as, but not limited to, structured tutoring, academic or personal counseling, student orientation, etc.

The student support department provides tutoring services that are managed by Ms. Amy Buras, the campus librarian. The student support department conducts two student orientations and two open houses before the term start date. Academic counseling is provided by academic staff and the student support department.

The student support center has identified the three greatest challenges Annandale campus students face are unstable homes, transportation, and employment. The campus works with students to help address these challenges by providing counseling and information packets on community resources for family and housing issues. The support center has a Metrocard program, which provides eligible students with transportation to and from campus, and refers students with employment issues to career services.

4.59 Are follow-up studies on graduate and employer satisfaction conducted at specific measuring points following the placement of the campus' graduates?

Yes No Not Applicable

If *No*, insert the section number in parentheses and explain:

(Section 3-1-441(c)): Follow-up studies on graduate and employer satisfaction are not conducted at specific measuring points following the placement of campus graduates.

The campus verified it conducts graduate surveys only once, and that these surveys are conducted during a student's last term, prior to graduation. During the visit, the campus created a new policy stating post-graduation surveys will be conducted 150 days following students' graduation. Additionally, their corporate headquarters were stated to have implemented the new surveys.

4.60 Who is the person on staff responsible for the oversight of counseling students on employment opportunities, and what are this person's qualifications?

Ms. Chantney Stuckey, assistant director of career services, is responsible for counseling students on employment opportunities. Ms. Stuckey has a bachelor's degree in Applied Arts from Marymount University, and has held the assistant director position since February 2013. Prior to joining Westwood College, Ms. Stuckey worked for four years in student affairs at the Bethesda Enrichment Centers and Marymount University.

Ms. Tanya Allen, director of campus operations since March 2009, is responsible for the oversight of financial services, career services, employment opportunities and student counseling as it relates to careers and employment. Ms. Allen is responsible for the leadership and oversight of daily operations of all campus functions. Her direct reports include the assistant director of career

services, the director of student finance, the assistant director of student support, and IT. She is also the deputy title IX coordinator. Ms. Allen has a bachelor's degree in Business Administration, a graduate certificate in Accounting, and a master's of Business Administration from Strayer University.

4.61 Does the campus offer employment assistance to all students?
 Yes No Not Applicable (campus enrolls only international students on a student visa)

4.62 Does the campus use placement percentages or salary projections as part of its recruiting activities?
 Yes No

Salary projections and placement percentages are discussed during their recruitment process.

If Yes, does the campus maintain the required data on its graduates and non-graduates?

Yes No

4.63 The beginning enrollment on the most current Campus Accountability Report (CAR) is 412
 The ending enrollment reported on the previous year's CAR is 412

4.64 Was the team able to verify the retention rate for the campus and for each program as reported on the Campus Accountability Report (CAR) last submitted to the Council?
 Yes No Not Applicable

4.65 Are students who receive financial aid counseled concerning their student loan repayment obligations?
 Yes No Not Applicable (campus does not participate in financial aid)

4.66 Describe the process the campus utilizes to ensure that students are counseled concerning their student loan repayment obligations. Students are required to access studentloans.gov and complete surveys at least three times during their enrollment. First, at their advanced meeting held during their entrance counseling. Second, at the ready meeting following the completion of their finance package. Third, during their exit interview where they are provided with an exit packet containing information on loan repayment. The team reviewed an exit packet.

4.67 Describe the extracurricular activities of the campus (if applicable). Extracurricular activities include student clubs, such as the criminal justice, business management and music club; an active Alpha Beta Kappa honor society chapter; food drives; luncheons, snacks, ice cream socials, and holiday dinners; raffles; and welcome back week events, which are coordinated by the student support center.

In addition, there is a campus olympic day consisting of Annadale vs Arlington sport activities, a barbeque, and awarding of trophies to winning teams; and a fall festival coordinated by the local Chamber of Commerce and student volunteers.

COMMENDATIONS:

The team is impressed with Westwood College's "A Collection of 100 Success Stories" book that is in its third volume publication. The team expresses high commendations.

5. EDUCATIONAL ACTIVITIES

FOR ALL PROGRAMS

5.01 Are the credentials awarded by the campus in compliance with its accreditation approval and in compliance with applicable state laws?
 Yes No

5.02 Who is assigned to oversee the educational activities of all programs at the campus, and what are this person's qualifications? Dr. Amanda Manners, academic dean, is assigned to oversee the educational activities of all programs at the campus. She holds a bachelor's degree in Mechanical Engineering from Michigan State University, a master's degree in Management from Rensselaer Polytechnic Institute, and a doctorate in Organizational Leadership from the University of Phoenix. Before becoming academic dean at the Annadale campus, Dr. Manners worked in higher education as the director of academic affairs for a University of

Phoenix campus, as dean at a Strayer University campus, and taught undergraduate and graduate Business Management courses. In addition, she has worked as a program management analyst for Ford Motor Company and for the defense and aerospace industries.

5.03 Does this person have appropriate academic or experiential qualifications?

Yes No

5.04 Describe how the campus makes provisions for program administrators to have sufficient authority and responsibility for the development and administration of the programs.

Each of the program administrators has a job description that clearly identifies their authority and responsibility for development and administration of their programs. Program chairs have the opportunity to provide input and discuss areas related to their authority and responsibility while participating in weekly education leader meetings with the campus president and academic dean, and individual bimonthly meetings with the academic dean.

5.05 Is the time devoted to the administration of the educational programs sufficient?

Yes No

5.06 Is there a published policy on the responsibility and authority of faculty in academic governance?

Yes No

5.07 Does the policy, at a minimum, address the role of the faculty in the following areas?

(a) Development of the educational program.

Yes No

(b) Selection of course materials, instructional equipment and other educational resources.

Yes No

(c) Systematic evaluation and revision of the curriculum.

Yes No

(d) Assessment of student learning outcomes.

Yes No

(e) Planning for institutional effectiveness.

Yes No

5.08 Is there evidence that this policy has been adopted and faculty members are aware of it?

Yes No

5.09 Does the campus have any programs that require specialized programmatic accreditation to obtain entry-level employment or licensure by the state in which the campus is approved?

Yes No (Skip to question 5.11)

FOR NEW GRANTS ONLY

5.11 Was the team able to verify the backup documentation to support the placement rate for the program(s) that hold specialized accreditation as reported on the last Campus Accountability Report submitted to the Council?

Yes No Not Applicable

5.13 Are the educational programs consistent with the campus' mission and the needs of its students?

Yes No

5.14 Do the formation of policies and the design of educational programs involve students, graduates, administrators, faculty, and other interested parties such as advisory committees?

Yes No

5.15 What provisions are made for individual differences among students?

Instructors use a variety of instructional delivery methods to meet the individual differences among the students. Students who are having academic performance issues are reported to the appropriate program chair and the assistant director of student support. These two individuals provide a range of interventions from tutoring by a faculty member to working with individual students needing help.

Students are able to request transfer credit for previous academic work, credit for CLEP exams passed with satisfactory scores, and the opportunity be granted credit based on achieving a satisfactory score on proficiency exams that are available for specific courses.

5.16 Describe the system in place to evaluate, revise, and make changes to the curriculum.
 Recommendations from students, staff, faculty, advisory committee members, or employers may initiate the process for curriculum change. The curriculum is continuously reviewed by the academic dean, program chairs, and faculty. Campus recommendations are forwarded to the corporate director of curriculum and curriculum review committee members who represent each program area. Curriculum revisions are made following approval by corporate administration. Faculty members confirmed their participation in the curriculum review process and indicated they felt their input was considered and valued.

5.17 Does the faculty participate in this process?

Yes No

5.18 Is credit appropriately converted in relation to total student contact hours in each class?

Yes No

If *No*, insert the section number in parentheses, identify the courses, and explain:

(Section 3-1-516(a)(i)): Credit is not appropriately converted in relation to total student contact hours. Specifically, there is no documentation to support the 10-hour lecture component of the MEDI299 Externship 6.5-credit course is scheduled appropriately. The academic credit analysis indicates MEDI299 consists of 165 hours of externship training at community externship sites that accounts for 5.5 of the total credits granted plus a 10-hour lecture component that accounts for the remaining 1 credit as stated on the course syllabus. However, the class schedule provided to the team during the visit has an externship class scheduled to meet Mondays 6:30 to 7:00 p.m. for the 9 weeks of the term for a total of 270 minutes. Based on interviews and classroom visits conducted on the first day of the visit, students who are currently in MEDI299 and are on externship stated they do not meet on campus for the externship class, there were no students in the room where the class was scheduled to meet at 6:30 p.m. on Monday, the first day of the visit; and there are no attendance records to document the class meets on campus for 10 lecture hours. The chair of the Medical Assisting program, the dean, and the campus president stated the instructor of the course meets with each student individually each week to fulfill this component. However, there was no documentation of the individual meetings. The team was provided with a list of assignments students are required to complete during the externship course; however, time spent on homework assignments does not fulfill the allocation of lecture credit hours.

5.19 If the campus awards academic credit to students who demonstrate subject competency based on academic, occupational, or personal experiences, is there an established systematic method for evaluating and awarding academic credit to which the campus adheres?

Yes No Not Applicable (campus does not award such credit)

If *Yes*, is there appropriate documentation of the assessments of knowledge, skills, or competencies required?

Yes No

5.20 Are courses and breaks scheduled appropriately, given the students' academic background and the coursework involved?

Yes No

5.21 Are the following appropriate to adequately support the number and nature of the general education courses? (*If only nondegree programs are offered with no general education courses, skip to 5.22*)

(a) Facilities.

Yes No

(b) Instructional equipment.

Yes No

(c) Resources.

Yes No

(d) Personnel.

Yes No

5.22 Does the campus provide an environment for its faculty that is conducive to effective classroom instruction?

Yes No

5.23 Are the quantity and type of instructional materials and equipment proportionate to the size of the campus and types of programs?

Yes No

5.24 Based on the team's observation of the instructional materials used, interviews with students and faculty, and a review of software licenses, is the campus in compliance with applicable licensing and copyright laws?

Yes No

5.25 Are official transcripts for all qualifying credentials and for those credentials listed in the catalog on file for all instructors?

Yes No

5.26 Have faculty transcripts from institutions not accredited by agencies recognized by the United States Department of Education been translated into English and evaluated by a member of the Association of International Credential Evaluators (AICE) or the National Association of Credential Evaluation Services (NACES) to determine the equivalency of the credentials to credentials awarded by institutions in the United States?

Yes No Not Applicable (no faculty members hold foreign credentials)

5.27 Is there documented evidence of a systematic program of in-service training at the campus?

Yes No

If Yes, how is this documented?

Campus administration maintains a three-ring binder containing documentation of in-service training activities completed and scheduled for Annandale campus faculty.

5.28 Is there evidence that appropriate faculty development plans have been developed and implemented annually, including documentation to support completed activities listed on the plans?

Yes No

If No for missing documentation of implementation, insert the section number in parentheses, list faculty names, and explain:

(Section 3-1-543): There is no documentation that supports completed professional growth activities as listed on several faculty development plans; specifically for:

- Mr. Bashir Kassim
- Ms. Kathy Nice
- Ms. Gillian Barnett
- Ms. Amy Sebes
- Mr. Brian Erskine
- Ms. Ebony Scurry
- Ms. Aissata Haidara
- Mr. Jong-Sim Park
- Mr. Lester Larose
- Mr. James Rogers

Initially, there was a lack of documentation of professional growth activities for many faculty members. However, during the visit, campus administration was able to provide appropriate documentation of professional growth activities for all faculty members except those listed above.

5.29 Is there evidence that full-time and part-time instructors participate in regularly scheduled faculty meetings?

Yes No

5.30 Is there an adequate core of full- and/or part-time faculty to assure sound direction and continuity of development for the educational programs?
 Yes No

5.31 Does the institution utilize contracts and/or agreements with other institutions or entities?
 Yes No

Like other Westwood College campuses, this campus has a consortium agreement with the Westwood Online Division in Denver. The consortium agreement has been submitted to and approved by the Council.

If Yes, do the contracts and/or agreements comply with all requirements of the applicable criterion?
 Yes No

FOR ACADEMIC ASSOCIATE'S, AND BACHELOR'S DEGREES ONLY

5.34 Are instructors teaching general education courses assigned in keeping with the minimum requirements as stated in the *Accreditation Criteria*?
 Yes No

FOR ACADEMIC ASSOCIATE'S DEGREES ONLY

5.35 Does the program include a minimum of 15 semester, 22.5 quarter hours, or their equivalent in general education courses?
 Yes No

5.36 Do the programs' general education courses meet Council standards in that the courses place emphasis on principles and theory not on practical applications associated with a particular occupation?
 Yes No

5.37 Are at least one-half of all courses that are part of each associate's degree program taught by faculty members who have graduate degrees, professional degrees, or bachelor's degrees plus professional certification?
 Yes No

FOR BACHELOR'S DEGREES ONLY

5.38 Does the program include a minimum of 36 semester hours, 54 quarter hours, or their equivalent in general education courses?
 Yes No

5.39 Do the program's general education courses meet Council standards?
 Yes No

5.40 Are at least one-half of all lower-division subjects and all upper-division courses that are part of the bachelor's degree program taught by faculty members who have graduate degrees, professional degrees, or bachelor's degrees plus professional certification?
 Yes No

GENERAL COMMENTS:

Overall, educational operations at the Annandale campus are conducted in a comfortable environment that promotes and supports a positive atmosphere for learning and teaching. The faculty are well-qualified for their teaching assignments and are committed to their students. Students who were interviewed stated instructors have a very positive attitude and that they feel all of the instructors sincerely care about their personal and academic success.

6. EDUCATIONAL FACILITIES

6.01 Describe the physical facility of the campus (include details such as campus location, square footage, distribution of space, parking situation and any other pertinent information).

The campus is located at 7619 Little River Turnpike, Suite 500, in Annandale, Virginia and initially occupied 22,152 square feet. The facility provides a clean, well-lit, comfortable and environmentally safe atmosphere. Adequate space is provided for theory classrooms and laboratories, the library, student lounge, testing center, academic support center, graphic design room, resource room and administrative offices. Ample parking is available for students, staff and visitors. Special accommodations provide access for all students, and the facility is in compliance with federal, state and local ordinances and regulations, including those relating to safety and health.

In August 2010, the campus acquired 9,815 square feet to accommodate its increased enrollment. This space is adjacent to the original building and approximately 200 feet from the main doors of the campus. The additional space contains a mock courtroom, medical classrooms, and an interior design classroom.

6.02 Does the campus utilize any additional space locations?

Yes No

If Yes, list the name and address of each location.

In August 2010, the college acquired an additional 9,815 square feet of space located on the 6th floor of an adjoining building at 7611 Little River Turnpike, Annandale, Virginia.

6.03 Does the campus utilize campus additions?

Yes No

6.04 Are all facilities (including additional space and campus additions) appropriate for the size of the student population and the programs offered?

Yes No

6.05 Are the following appropriate to support the student population and the programs offered at all locations (including additional space and campus additions)?

(a) Equipment

Yes No

(b) Instructional tools

Yes No

(c) Machinery

Yes No

6.06 Is there evidence on file to show that all campus facilities are in compliance with fire, safety, and sanitation regulations?

Yes No Not Applicable

7. PUBLICATIONS

7.01 What catalog was used during the evaluation (please include the year, number, and volume if appropriate)?

The catalog reviewed during the visit was the Westwood College 2013 Academic Catalog, volume 4 - No. 2, revised in May 2013.

7.02 Does the self-study or additional location application part II accurately portray the campus?

Yes No

7.03 Does the campus publish a catalog that is appropriately printed and bound and available to all enrolled students?

Yes No

7.04 Does the catalog contain the following items?

(a) A table of contents and/or an index.

Yes No

(b) An indication of the year or years for which the catalog is effective on the front page or cover page.

Yes No

(c) The names and titles of the administrators.

Yes No

- (d) A statement of legal control which includes the names of trustees, directors, and officers of the corporation.
 Yes No
- (e) A statement of accreditation
 Yes No Not Applicable (initial applicant)
- (f) A mission statement.
 Yes No
- (g) A listing of full-time faculty members which lists all qualifying credentials held along with the awarding institution and the area of teaching specialization.
 Yes No
- (h) An academic calendar.
 Yes No
- (i) A full disclosure of the admission requirements.
 Yes No
- (j) A statement for each curriculum offered that includes a statement of objective or purpose; an accurate and complete listing of all courses in the curriculum with a unique identifying number and title, the credit or clock hours awarded; the total credit or clock hours required to complete the curriculum; any necessary requirements for certification, licensing, or registration needed to work in the field; and any additional requirements that must be met to complete the curriculum.
 Yes No
- (k) A description of each course offered that includes the identifying number, title, credit or clock hours awarded, a concise description of the course contents, and any necessary prerequisites.
 Yes No
- (l) An explanation of the grading system that is consistent with the one that appears on the student transcript.
 Yes No
- (m) A definition of the unit of credit.
 Yes No Not Applicable (The campus does not award credit)
- (n) A complete explanation of the standards of satisfactory academic progress.
 Yes No
- (o) A description of the certificates, diplomas, and/or degrees awarded along with a statement of the requirements necessary for completion of each.
 Yes No
- (p) The transfer of credit policy.
 Yes No
- (q) A statement of the tuition, fees, and any other charges.
 Yes No
- (r) A complete and accurate listing of all scholarships, grants, and/or loans offered.
 Yes No Not Applicable (no scholarships, grants, or loans offered)
- (s) The refund policy.
 Yes No
- (t) A statement describing the student services offered.
 Yes No
- (u) A student grievance policy that includes the name and address of ACICS (may be in the student handbook instead of catalog).
 Yes No Not Applicable (initial applicants only)

7.05 Does the campus offer degree programs?

- Yes No

If Yes, does the catalog contain the following?

- (a) An explanation of the course numbering system (for all levels).
 Yes No
- (b) Identification of courses that satisfy general education requirements (for occupational associate's, academic associate's, and bachelor's degrees only).
 Yes No
- (c) Identification of courses that satisfy the concentration requirements (for academic associate's and bachelor's degrees only).
 Yes No

(d) Identification of courses that satisfy the upper-division (for bachelor's degrees only).

Yes No

7.06 Does the campus offer courses and/or programs via distance education?

Yes No (*Skip to Question 7.07.*)

If *Yes*, does the catalog contain the following?

(a) A description of each mode of delivery used for distance education courses.

Yes No

(b) Any additional or different admissions requirements for students taking distance education courses.

Yes No Not Applicable (there are no additional or different admissions requirements)

(c) A description of any tests used to determine access to distance education.

Yes No Not Applicable (no additional tests are given)

(d) A description of the resources and equipment the students must have to avail themselves of distance education instruction.

Yes No

(e) Costs and fees associated specifically with distance education.

Yes No Not Applicable (there are no additional costs and fees)

7.07 Does the catalog contain an addendum/supplement?

Yes No (*Skip to Question 7.08.*)

(a) Is the catalog updated at an appropriate interval (the addendum/supplement should not be used as a substitute for meeting this expectation)?

Yes No

(b) Does the addendum supplement include the school name, location, and effective date for the entire document (or for individual sections if effective dates vary)?

Yes No

(c) Do students receive a copy of the addendum/supplement with the catalog?

Yes No

7.08 Is the catalog available online?

Yes No (*Skip to Question 7.09.*)

If *Yes*, does it match the hard copy version?

Yes No

7.09 Does the campus utilize a multiple-school catalog?

Yes No (*Skip to Question 7.10.*)

If *Yes*, answer the following:

(a) Are all campuses using the same catalog of common ownership?

Yes No

(b) Are all photographs utilized properly labeled to identify the location depicted?

Yes No

(c) Are faculty and staff listings properly identified with respect to the campus to which they belong?

Yes No

7.10 Is all advertising and promotional literature, through any type of media (social media, website, newspapers, etc.), truthful and dignified?

Yes No

7.11 Is the correct name of the campus listed in all advertising, web postings and promotional literature?

Yes No

- 7.12 Where does the campus advertise (publications, online, etc.)?
 The campus uses television/radio spots, print ads, and brochures to promote its programs while a majority of its advertising is done on the internet and through social media such as Twitter, Facebook, LinkedIn, and YouTube.
- Are all print and electronic advertisements under acceptable headings?
 Yes No
- 7.13 Does the campus use endorsements, commendations, or recommendations in its advertising?
 Yes No (*Skip to Question 7.14.*)
- If Yes, is there evidence that prior written consent was obtained and that all representations are factual and portraying current conditions?
 Yes No
- 7.14 Does the campus utilize services funded by third parties?
 Yes No (*Skip to Question 7.15.*)
- 7.15 Does the campus avoid offering monetary incentives to attract students and avoid making guarantees for job placement or salary for graduates?
 Yes No
- 7.16 Is the phrase “for those who qualify” properly referenced in all advertising that mentions financial aid?
 Yes No Not Applicable (campus does not participate in financial aid)
- 7.17 What institutional performance information does the campus routinely provide to the public?
 The campus routinely provides graduation, retention and placement rates on their website.
- Where is this information published and how frequently is this information being updated?
 This information is available via a consumer information link on their website and is updated annually.

8. LIBRARY, INSTRUCTIONAL RESOURCES, AND TECHNOLOGY

- 8.01 Does the campus develop an adequate base of library resources?
 Yes No
- 8.02 Does the campus ensure access of library resources to all faculty and students, including students at nonmain campuses?
 Yes No
- 8.03 Does the campus provide training and support to faculty and students in utilizing library resources as an integral part of the learning process?
 Yes No
- 8.04 Are adequate staff provided to support the development, organization of the collection, and access of library resources?
 Yes No
- 8.05 Describe how the campus develops continuous assessment strategies for resources and information services?
 Every effort is made to meet the requests and requirements of students and faculty for library resources. Based on recent curriculum changes and program additions, there is a long-term plan to eliminate titles that have become irrelevant or dated and to acquire titles that support the new programs. Providing access to the library page in MyPath for all campus students is part of this effort. The MyPath library page is more robust and the links are more stable than those formerly provided to students by WConnect.
- Are these methods appropriate?
 Yes No

- 8.06 Is the library staff adequately trained to support the library?
 Yes No
- 8.07 Is the campus' established annual budget appropriate to the size and scope of the campus and the programs offered, and is the allocation appropriately expended for the purchase of books, periodicals, library equipment, and other resource and reference materials?
 Yes No
- 8.08 What is the amount of the current year's library budget excluding personnel allocations?
 The current fiscal, October 2012 - September 2013, library budget is \$34,600.
- 8.09 What portion of the current year's library budget has been spent and how has the money been allocated?
 Of the \$34,600 budget, \$25,650 has been spent on the campus' allocated cost for electronic resources, \$5,100 on periodicals and \$3,850 on print-copy books
- 8.10 Is there evidence that the faculty have major involvement in the selection of library resources?
 Yes No
- 8.11 Are the library hours adequate to accommodate the needs of all students?
 Yes No
- 8.12 Describe how the faculty inspire, motivate, and direct student usage of the library resources?
 Students and faculty who were interviewed as well as the regional librarian confirmed there are assignments requiring the use of learning commons' resources for most courses offered by the Annandale campus. This was also evidenced by a review of syllabi.
- Are these methods appropriate?
 Yes No
- 8.13 Is the Dewey Decimal, Library of Congress, or other appropriate system of classification used to organize the library materials?
 Yes No
- 8.14 Are records of physical and/or online resources and circulation accurate and up to date?
 Yes No
- 8.15 If interlibrary agreements are in effect, are the provisions appropriate, do they ensure practical use and accessibility to the students, and is evidence of student use documented?
 Yes No Not Applicable (no interlibrary agreements)
- 8.16 Describe any full-text online collections available to students.
 Westwood College maintains a system-wide website that allows students, faculty, and other users at all campuses to access the Surpass library catalog and the online database collection. The online database collection includes index and full-text access to thousands of periodicals, newspapers, newsletters, transcripts, legal materials, and statistical tables. The available databases include EBSCO's Academic Search Premier, Computer Source, Greenfile, LexisNexis Academic, Points of View Reference Center, Proquest Central, ProQuest Statistical, Britannica Online, e-Books on EBSCOhost, and STAT!Ref. Students have access to Serials Solutions 360 Suite, which includes a power search of all library databases with links to full-text.
- 8.17 Are the library physical holdings and /or full-text online collections up to date and adequate for the size of the campus and the breadth of and enrollment in its educational programs?
 Yes No
- 8.18 Does the library collection include holdings in the humanities, arts, social sciences, and sciences, including mathematics?
 Yes No
- 8.19 Who is the on-site librarian, what are this person's qualifications, and what are his or her hours on-site?

Ms. Amy Buras, regional librarian, is the professionally trained individual assigned to oversee the library (learning commons) at the Annandale campus. She holds a bachelor's degree in Behavioral Science from National University, a juris doctorate degree in Law from University of the Pacific, McGeorge School of Law, a master's degree in Library Science from San Jose State University, and is certified as a professional librarian by the State of Virginia Library Board. Ms. Buras has been the regional librarian since October 2005. Her prior work experience includes lead analyst at Lexis/Nexis, Inc for more than five years and legal research attorney extern for four months and academic enhancement leader for nine months while completing her juris doctorate degree. Ms. Buras is on-site in the learning commons area from 7:30 a.m. – 6:00 p.m. Monday – Friday.

Does this individual:

(a) Supervise and manage the library and instructional resources?

Yes No

(b) Facilitate the integration of instructional resources into all phases of the campus's curricular and educational offerings?

Yes No

(c) Assist students in the use of instructional resources?

Yes No

8.20 Are all individuals who supervise the library and assist students with library functions well-trained and competent in both using and aiding in the use of the library technologies and resources?

Yes No

The team reviewed a well-organized library handbook that includes a description of the training program for the library assistant, student workers, tutors, and the weekend administrator of the learning commons area.

8.21 Have library staff transcripts from campuses not accredited by agencies recognized by the United States Department of Education been translated into English and evaluated by a member of the National Association of Credential Evaluation Services (NACES) or the Association of International Credential Evaluators (AICE) to determine the equivalency of the degrees to degrees awarded by campuses in the United States?

Yes No Not Applicable (staff do not hold foreign credentials)

8.22 Is documentation on file to reflect the librarian's participation in professional growth activities?

Yes No

Ms. Buras, the on-site librarian, is a member of the American Library Association (ALA), reads various publications and information pieces produced by the ALA, and has attended ALA annual conferences. She also participates in other professional development activities including campus in-service workshops, web conferences, and actively consults with other Westwood College campus librarians through conference call meetings and an e-mail list. During the past year Ms. Buras focused on completing continuing education to satisfy requirements for her license to practice law. More specifically, she completed 25 hours in areas such as copyright, legal research, and library management.

8.23 Are the hours the library is open adequate to accommodate the needs of all students?

Yes No

According to information posted in the area, the learning commons is open 7:30 a.m. to 10:00 p.m. Monday through Friday and 9:00 a.m. to 3:00 p.m. on Saturday.

8.24 Does the library make available appropriate reference, research, and information resources to provide basic support for curricular and educational offerings and to enhance student learning?

Yes No

8.25 Are appropriate reference materials and periodicals available for all programs offered?

Yes No

8.26 Are the instructional resources organized for easy access, usage, and preservation?

Yes No

8.27 Is there a current inventory of instructional resources?

Yes No

8.28 Does the campus have appropriate and sufficient instructional resources, equipment, and materials to meet its educational program objectives and the needs of its students?

Yes No

GENERAL COMMENTS:

The Annandale campus is fortunate to have Ms. Buras managing the learning commons area. She has a strong academic and experiential background for her current position and actively participates in professional activities. Faculty and students confirm she is committed to developing campus library resources and has done a good job of conducting activities that encourage and facilitate use of the on-site and online resources.

9. PROGRAM EVALUATION

Academic Associate's Degree in Medical Assisting

Academic Associate's Degree in Medical Office Management

Diploma in Medical Assisting

9.01 Is licensure, certification or registration required to practice in the specific career field?

Yes No (*Skip to question 9.02*)

9.02 Who is assigned to administer the academic program(s), and what are this person's qualifications?

Ms. Alecia Heffner, program chair, oversees the Medical Assisting and Medical Office Management programs. Ms. Heffner holds a master's degree in Health Management from Lindenwood University and a bachelor's degree in Public Health from Dillard University. Prior to joining the campus in May 2013, Ms. Heffner worked as a health program coordinator at a community health center, and was an adjunct faculty and externship coordinator at other post-secondary institutions.

9.03 Does this individual possess appropriate academic or experiential qualifications?

Yes No

9.04 Is there evidence that the program administrator has sufficient authority and responsibility for the development and administration of the educational program(s)?

Yes No

9.05 Are the time and resources devoted to the administration of the educational program(s) sufficient?

Yes No

9.06 Does the program meet the needs of its students and the requirements of the Council, as shown by student achievement outcomes which meet or exceed- the standards for the following areas:

(a) Student retention rate of 62%?

Yes No Not Applicable (Additional Location Inclusion only)

(b) Student placement rate of 58%?

Yes No Not Applicable

No graduates were reported on the 2012 Campus Academic Report (CAR) for these programs.

9.07 List the community resources and describe how they are utilized to enrich the program(s).

Guest speakers have been invited to enhance the program and give students a sense of what is expected in the healthcare field from the practicing healthcare providers. Medical assisting students participated in the National Dental Association Centennial Celebration Community Outreach Health Fair offering vital signs checks to the participants. The programs hold annual advisory board meetings where members of the medical community are invited to share their professional experience. The committee

members provide the campus with industry trends and needs such as new technology products, processes, software, and recommend content and hands-on training that should be considered for the programs.

- 9.08 Is the utilization of community resources sufficient to enrich the program?
 Yes No
- 9.09 Does the curriculum evidence a well-organized sequence of appropriate subjects leading to an occupational objective, an academic credential, or both?
 Yes No
- 9.10 Does the catalog and/or other advertising material such as brochures and web site, accurately describe the program and its objectives?
 Yes No
- 9.11 For programs that include practica, externships, or internships, does the institution have a written and mutually signed agreement that outlines the arrangement between the institution and the practicum site, including specific learning objectives, course requirements, and evaluation criteria?
 Yes No Not Applicable (these elements are not part of the program *or* no student is at the point of needing them)
- 9.12 Does the program use independent studies?
 Yes No (*Skip to question 9.14*)
- 9.13 Are independent studies used appropriately, and is there a contract signed by the student and the institution that meets Council standards?
 Yes No
- 9.14 Are the curriculum and length of the program appropriate to meet the educational and placement objectives of the program?
 Yes No
- 9.15 Are course prerequisites appropriate, are they identified in the catalog and on the course syllabi, and are they being followed?
 Yes No
- 9.16 Is an appropriately detailed syllabus on file for each course that includes:
- (a) Title and course descriptions
 Yes No
 - (b) Course numbers
 Yes No
 - (c) Course prerequisites and/or corequisites
 Yes No
 - (d) Instructional contact hours/credits
 Yes No
 - (e) Learning objectives
 Yes No
 - (f) Instructional materials and references
 Yes No
 - (g) Topical outline of the course
 Yes No
 - (h) Instructional methods
 Yes No
 - (i) Assessment criteria
 Yes No
 - (j) Method of evaluating students
 Yes No
 - (k) Date the syllabus was last reviewed
 Yes No

For Title IV participant campuses that have lecture courses in credit hour programs or clock-to-credit hour programs only:

(l) Out-of-class work assignments that support the learning objectives for the course

 Yes No Not Applicable (Additional Location Inclusion)

(m) A description of the minimum amount of time a student is expected to spend on completion of the work assignments

 Yes No Not Applicable (Additional Location Inclusion)

9.17 Do students confirm that they receive a course syllabus and that it is followed?

 Yes No

9.18 Are the courses available when needed by the student in the normal pursuit of a program of study?

 Yes No

9.19 Was the team able to verify the backup documentation to support the placement rate for the program(s) as reported on the last Campus Accountability Report submitted to the Council?

 Yes No Not Applicable (there have been no graduates)

How many calls to employers or graduates were attempted?

No graduates were reported on the 2012 CAR.

9.20 Was documentation on file to verify graduates classified on the CAR as “not available for placement”?

 Yes No Not Applicable

9.21 Does the campus participate in Title IV financial aid?

 Yes No (*Skip to question 9.24*)

9.22 Does the campus' written procedures (as evidenced by their academic credit analysis) support the written policy and definition of a credit hour as defined by the U.S. Department of Education for Title IV funding?

 Yes No Not Applicable (Clock hour programs only)

9.23 Is there evidence that out-of-class work or the equivalency is being evaluated?

 Yes No Not Applicable (Clock hour programs only)

9.24 Are the following appropriate to adequately support the number and nature of the program?

(a) Facilities.

 Yes No

(b) Instructional equipment.

 Yes No

(c) Resources.

 Yes No

(d) Personnel.

 Yes No

9.25 Are the following elements appropriately incorporated into the instructional components of the program?

(a) Systematic planning.

 Yes No

(b) Well-defined instructional objectives.

 Yes No

(c) The selection and use of appropriate and current learning materials.

 Yes No

(d) Appropriate modes of instructional delivery.

 Yes No

(e) The use of appropriate assessment strategies.

 Yes No

(f) The use of appropriate experiences.

 Yes No

- 9.26 Are all faculty assigned to teach in no more than three fields of instruction, with no more than five preparations?
 Yes No
- 9.27 Do the faculty members' qualifications meet the minimum requirements outlined in the *Accreditation Criteria*, and are their qualifications academically and experientially appropriate to the subject matter they teach and the level of the credential awarded?
 Yes No
- 9.28 Is the size of the faculty appropriate to the total student enrollment?
 Yes No
- 9.29 Is an adequate core of full- and part-time faculty employed to ensure sound direction and continuity of development for the program?
 Yes No
- 9.30 Are teaching loads reasonable?
 Yes No
- 9.31 Do all instructors teach no more than 32 hours per week (except for an overload of one subject allowed with additional compensation)?
 Yes No
- 9.32 What is the current student/teacher ratio?
 The current student/teacher ratio is 7:1.
- 9.33 Is the current student-teacher ratio reasonable for the mode of delivery and course content?
 Yes No

FOR ACADEMIC ASSOCIATE'S DEGREES ONLY

- 9.38 Is the number of hours required to complete the program at least 60 semester hours, 90 quarter hours, or their equivalent, earned over a period of four semesters, six quarters, or the equivalent?
 Yes No
- 9.39 Is there a minimum of 30 semester hours, 45 quarter hours, or their equivalent in courses within the area of concentration?
 Yes No
- 9.40 Does the curriculum quantitatively and qualitatively approximate the standards at other collegiate institutions offering the same degree?
 Yes No
- 9.41 Is enrollment in the second academic year of the two-year program sufficient to support regularly scheduled classes?
 Yes No Not Applicable (no students in the second year)
- 9.42 Are the second-year courses based upon appropriate first-year prerequisites?
 Yes No Not applicable

9. PROGRAM EVALUATION

Academic Associate's Degree in Criminal Justice

Bachelor's Degree in Criminal Justice: Major In Administration

Bachelor's Degree in Criminal Justice: Major In Investigation

Bachelor's Degree in Criminal Justice

- 9.01 Is licensure, certification or registration required to practice in the specific career field?

Yes No (Skip to question 9.02)

9.02 Who is assigned to administer the academic program(s), and what are this person's qualifications?

Ms. Sharon Rauch, program chair, administers the Criminal Justice programs. She has been the program chair since October 2007. She holds a bachelor's degree in Psychology from George Mason University and a master's degree in Criminal Justice from Northeastern University. Ms. Rauch has over seven years of experience in corrections, counseling and administration.

9.03 Does this individual possess appropriate academic or experiential qualifications?

Yes No

9.04 Is there evidence that the program administrator has sufficient authority and responsibility for the development and administration of the educational program(s)?

Yes No

9.05 Are the time and resources devoted to the administration of the educational program(s) sufficient?

Yes No

9.06 Does the program meet the needs of its students and the requirements of the Council, as shown by student achievement outcomes which meet or exceed the standards for the following areas:

(a) Student retention rate of 62%?

Yes No Not Applicable (Additional Location Inclusion only)

(b) Student placement rate of 58%?

Yes No Not Applicable (Additional Location Inclusion only)

9.07 List the community resources and describe how they are utilized to enrich the program(s).

The campus utilizes the following community resources to enrich the Criminal Justice programs: a program advisory committee; field trips; guest speakers; and community events. The next program advisory committee meeting is scheduled for November 2013 and the team reviewed May 2013, November 2012, and May 2012 committee meeting minutes. Students have taken field trips to the Fairfax County Library; Fairfax County Adult Education Center; U.S. Supreme Court; Center for Missing and Exploited Children; and Drug Enforcement Museum. Guest speakers include officers from the Metropolitan Police Department: Gangs and Criminal Sub-Culture; Prince William County Probation agency; U.S. Patent & Trade Office; and Mental Health Advocacy. Students have participated in the following community events: Tour del Cure (Bicycle Race) for American Diabetes Association; Blood Drive; Help Fight Hunger; and assisted with the Shelter House project. The team was provided documentation to verify these activities.

9.08 Is the utilization of community resources sufficient to enrich the program?

Yes No

9.09 Does the curriculum evidence a well-organized sequence of appropriate subjects leading to an occupational objective, an academic credential, or both?

Yes No

9.10 Does the catalog and/or other advertising material such as brochures and web site, accurately describe the program and its objectives?

Yes No

9.11 For programs that include practica, externships, or internships, does the institution have a written and mutually signed agreement that outlines the arrangement between the institution and the practicum site, including specific learning objectives, course requirements, and evaluation criteria?

Yes No Not Applicable (these elements are not part of the program or no student is at the point of needing them)

9.12 Does the program use independent studies?

Yes No (Skip to question 9.14)

- 9.14 Are the curriculum and length of the program appropriate to meet the educational and placement objectives of the program?
 Yes No
- 9.15 Are course prerequisites appropriate, are they identified in the catalog and on the course syllabi, and are they being followed?
 Yes No
- 9.16 Is an appropriately detailed syllabus on file for each course that includes:
- (a) Title and course descriptions
 Yes No
 - (b) Course numbers
 Yes No
 - (c) Course prerequisites and/or corequisites
 Yes No
 - (d) Instructional contact hours/credits
 Yes No
 - (e) Learning objectives
 Yes No
 - (f) Instructional materials and references
 Yes No
 - (g) Topical outline of the course
 Yes No
 - (h) Instructional methods
 Yes No
 - (i) Assessment criteria
 Yes No
 - (j) Method of evaluating students
 Yes No
 - (k) Date the syllabus was last reviewed
 Yes No
- For Title IV participant campuses that have lecture courses in credit hour programs or clock-to-credit hour programs only:***
- (l) Out-of-class work assignments that support the learning objectives for the course
 Yes No Not Applicable (Additional Location Inclusion)
 - (m) A description of the minimum amount of time a student is expected to spend on completion of the work assignments
 Yes No Not Applicable (Additional Location Inclusion)
- 9.17 Do students confirm that they receive a course syllabus and that it is followed?
 Yes No
- 9.18 Are the courses available when needed by the student in the normal pursuit of a program of study?
 Yes No
- 9.19 Was the team able to verify the backup documentation to support the placement rate for the program(s) as reported on the last Campus Accountability Report submitted to the Council?
 Yes No Not Applicable (there have been no graduates)

How many calls to employers or graduates were attempted?

There were no graduates from the academic associate's degree in Criminal Justice, bachelor's degree in Administration and bachelor's degree in Investigations reported on the 2012 CAR.

Bachelor's degree in Criminal Justice: 4 (Currently in teach-out mode)

How many calls to employers or graduates were successful?

Bachelor's degree in Criminal Justice: 3

How many of the successful contacts confirmed the employment of the graduate as reported on the CAR? Please explain any discrepancy between the number of successful contacts and confirmations.

The 3 successful calls confirmed the employment of the graduates as reported on the 2012 CAR.

9.20 Was documentation on file to verify graduates classified on the CAR as “not available for placement”?
 Yes No Not Applicable

9.21 Does the campus participate in Title IV financial aid?
 Yes No (*Skip to question 9.24*)

9.22 Does the campus’ written procedures (as evidenced by their academic credit analysis) support the written policy and definition of a credit hour as defined by the U.S. Department of Education for Title IV funding?
 Yes No Not Applicable (Clock hour programs only)

9.23 Is there evidence that out-of-class work or the equivalency is being evaluated?
 Yes No Not Applicable (Clock hour programs only)

If Yes, briefly describe the documentation of evaluation viewed on site.

The team interviewed students and faculty, and reviewed course syllabi to verify out-of-class work is evaluated. Faculty provided the team with homework assignments submitted by students with graded elements, and students provided access to their homework assignments and graded homework.

9.24 Are the following appropriate to adequately support the number and nature of the program?

(a) Facilities.

Yes No

(b) Instructional equipment.

Yes No

(c) Resources.

Yes No

(d) Personnel.

Yes No

9.25 Are the following elements appropriately incorporated into the instructional components of the program?

(a) Systematic planning.

Yes No

(b) Well-defined instructional objectives.

Yes No

(c) The selection and use of appropriate and current learning materials.

Yes No

(d) Appropriate modes of instructional delivery.

Yes No

(e) The use of appropriate assessment strategies.

Yes No

(f) The use of appropriate experiences.

Yes No

9.27 Do the faculty members’ qualifications meet the minimum requirements outlined in the *Accreditation Criteria*, and are their qualifications academically and experientially appropriate to the subject matter they teach and the level of the credential awarded?

Yes No

9.28 Is the size of the faculty appropriate to the total student enrollment?

Yes No

9.29 Is an adequate core of full- and part-time faculty employed to ensure sound direction and continuity of development for the program?

Yes No

- 9.30 Are teaching loads reasonable?
 Yes No
- 9.38 Is the number of hours required to complete the program at least 60 semester hours, 90 quarter hours, or their equivalent, earned over a period of four semesters, six quarters, or the equivalent?
 Yes No
- 9.39 Is there a minimum of 30 semester hours, 45 quarter hours, or their equivalent in courses within the area of concentration?
 Yes No
- 9.40 Does the curriculum quantitatively and qualitatively approximate the standards at other collegiate institutions offering the same degree?
 Yes No
- 9.41 Is enrollment in the second academic year of the two-year program sufficient to support regularly scheduled classes?
 Yes No Not Applicable (no students in the second year)
- 9.42 Are the second-year courses based upon appropriate first-year prerequisites?
 Yes No Not applicable
- 9.43 Is the number of hours required to complete the program at least 120 semester hours, 180 quarter hours, or their equivalent, earned over a period of eight semesters, 12 quarters, or the equivalent?
 Yes No
- 9.44 Is there a minimum of 60 semester hours, 90 quarter hours, or their equivalent in courses within the area of concentration?
 Yes No
- 9.45 If the institution offers only the last two years of the bachelor's degree program, do the catalog and all advertising materials clearly describe the requirements for admission?
 Yes No Not Applicable (institution offers all four years of the degree)
- 9.46 Does the curriculum quantitatively and qualitatively approximate the standards at other collegiate institutions offering the same degree?
 Yes No
- 9.47 Is enrollment in the third and fourth years of the bachelor's program sufficient to support regularly scheduled classes and laboratory work?
 Yes No Not Applicable (no students in the third and fourth years)
- 9.48 Are the third- and fourth-year courses based upon appropriate prerequisites?
 Yes No

GENERAL COMMENTS:

Students interviewed by the team stated they were pleased with the program, instructors, campus support, and open communication.

COMMENDATIONS:

The team commends the campus for providing a mock courtroom to enhance the students' learning experience.

9. PROGRAM EVALUATION

Bachelor's Degree in Business Administration- Accounting

Bachelor's Degree in Business Administration - Healthcare Management

Bachelor's Degree in Business Administration-Management

Academic Associate's Degree in Business Administration

- 9.01 Is licensure, certification or registration required to practice in the specific career field?
 Yes No (*Skip to question 9.02*)
- 9.02 Who is assigned to administer the academic program(s), and what are this person's qualifications?
 Mr. Lawrence Langhorne, program chair, is responsible for the administration of the Business programs. Mr. Langhorne has a bachelor's degree in Business Administration and a master's degree in Management, and extensive managerial experience in the banking and service industries.
- 9.03 Does this individual possess appropriate academic or experiential qualifications?
 Yes No
- 9.04 Is there evidence that the program administrator has sufficient authority and responsibility for the development and administration of the educational program(s)?
 Yes No
- 9.05 Are the time and resources devoted to the administration of the educational program(s) sufficient?
 Yes No
- 9.06 Does the program meet the needs of its students and the requirements of the Council, as shown by student achievement outcomes which meet or exceed the standards for the following areas:
 (a) Student retention rate of 62%?
 Yes No Not Applicable (Additional Location Inclusion only)
 (b) Student placement rate of 58%?
 Yes No Not Applicable (Additional Location Inclusion only)
- If *No* for either item does the Campus Effectiveness Plan (CEP) include data, analysis and activities to meet or exceed the relevant standard?
 Yes No Not Applicable (Additional location only)
- 9.07 List the community resources and describe how they are utilized to enrich the program(s).
 The program utilizes the following community resources to enrich the Business programs: field trips, students take trips to several companies to conduct interviews with local business people; business clubs, the program chair has initiated a student club to increase networking relationships between students and future employers; and a professional advisory committee (PAC). The PAC is managed by the program chair, and includes members from several companies that contribute to the learning environment and new directions for the program. The program chair actively recruits new members.
- 9.08 Is the utilization of community resources sufficient to enrich the program?
 Yes No
- 9.09 Does the curriculum evidence a well-organized sequence of appropriate subjects leading to an occupational objective, an academic credential, or both?
 Yes No
- 9.10 Does the catalog and/or other advertising material such as brochures and web site, accurately describe the program and its objectives?
 Yes No
- 9.11 For programs that include practica, externships, or internships, does the institution have a written and mutually signed agreement that outlines the arrangement between the institution and the practicum site, including specific learning objectives, course requirements, and evaluation criteria?
 Yes No Not Applicable (these elements are not part of the program *or* no student is at the point of needing them)
- 9.12 Does the program use independent studies?
 Yes No (*Skip to question 9.14*)

- 9.14 Are the curriculum and length of the program appropriate to meet the educational and placement objectives of the program?
 Yes No
- 9.15 Are course prerequisites appropriate, are they identified in the catalog and on the course syllabi, and are they being followed?
 Yes No
- 9.16 Is an appropriately detailed syllabus on file for each course that includes:
- (a) Title and course descriptions
 Yes No
 - (b) Course numbers
 Yes No
 - (c) Course prerequisites and/or corequisites
 Yes No
 - (d) Instructional contact hours/credits
 Yes No
 - (e) Learning objectives
 Yes No
 - (f) Instructional materials and references
 Yes No
 - (g) Topical outline of the course
 Yes No
 - (h) Instructional methods
 Yes No
 - (i) Assessment criteria
 Yes No
 - (j) Method of evaluating students
 Yes No
 - (k) Date the syllabus was last reviewed
 Yes No
- For Title IV participant campuses that have lecture courses in credit hour programs or clock-to-credit hour programs only:***
- (l) Out-of-class work assignments that support the learning objectives for the course
 Yes No Not Applicable (Additional Location Inclusion)
 - (m) A description of the minimum amount of time a student is expected to spend on completion of the work assignments
 Yes No Not Applicable (Additional Location Inclusion)
- 9.17 Do students confirm that they receive a course syllabus and that it is followed?
 Yes No
- 9.18 Are the courses available when needed by the student in the normal pursuit of a program of study?
 Yes No
- 9.19 Was the team able to verify the backup documentation to support the placement rate for the program(s) as reported on the last Campus Accountability Report submitted to the Council?
 Yes No Not Applicable (there have been no graduates)

How many calls to employers or graduates were attempted?

There were no graduates who were placed from the academic associate's degree program.

Bachelor's degree program in Business Administration: 1

How many calls to employers or graduates were successful?

Bachelor's degree program in Business Administration: 1

How many of the successful contacts confirmed the employment of the graduate as reported on the CAR? Please explain any discrepancy between the number of successful contacts and confirmations.

There was 1 successful contact that confirmed the employment of the graduate as reported on the 2012 CAR.

- 9.20 Was documentation on file to verify graduates classified on the CAR as “not available for placement”?
 Yes No Not Applicable

In the academic associate's degree program, one student was not placed based on medical reasons as documented in the 2012 CAR. There is an email statement from the student stating medical reasons are preventing her from obtaining employment.

- 9.21 Does the campus participate in Title IV financial aid?
 Yes No (*Skip to question 9.24*)

- 9.22 Does the campus' written procedures (as evidenced by their academic credit analysis) support the written policy and definition of a credit hour as defined by the U.S. Department of Education for Title IV funding?
 Yes No Not Applicable (Clock hour programs only)

- 9.23 Is there evidence that out-of-class work or the equivalency is being evaluated?
 Yes No Not Applicable (Clock hour programs only)

If Yes, briefly describe the documentation of evaluation viewed on site.

Student assignments are based on research of job prospects for companies in the Annandale area. The team verified proof of these out-of-class assignments with the instructors.

- 9.24 Are the following appropriate to adequately support the number and nature of the program?

(a) Facilities.

Yes No

(b) Instructional equipment.

Yes No

(c) Resources.

Yes No

(d) Personnel.

Yes No

- 9.25 Are the following elements appropriately incorporated into the instructional components of the program?

(a) Systematic planning.

Yes No

(b) Well-defined instructional objectives.

Yes No

(c) The selection and use of appropriate and current learning materials.

Yes No

(d) Appropriate modes of instructional delivery.

Yes No

(e) The use of appropriate assessment strategies.

Yes No

(f) The use of appropriate experiences.

Yes No

- 9.27 Do the faculty members' qualifications meet the minimum requirements outlined in the *Accreditation Criteria*, and are their qualifications academically and experientially appropriate to the subject matter they teach and the level of the credential awarded?

Yes No

- 9.28 Is the size of the faculty appropriate to the total student enrollment?

Yes No

9.29 Is an adequate core of full- and part-time faculty employed to ensure sound direction and continuity of development for the program?
 Yes No

9.30 Are teaching loads reasonable?
 Yes No

FOR ACADEMIC ASSOCIATE'S DEGREES ONLY

9.38 Is the number of hours required to complete the program at least 60 semester hours, 90 quarter hours, or their equivalent, earned over a period of four semesters, six quarters, or the equivalent?
 Yes No

9.39 Is there a minimum of 30 semester hours, 45 quarter hours, or their equivalent in courses within the area of concentration?
 Yes No

9.40 Does the curriculum quantitatively and qualitatively approximate the standards at other collegiate institutions offering the same degree?
 Yes No

9.41 Is enrollment in the second academic year of the two-year program sufficient to support regularly scheduled classes?
 Yes No Not Applicable (no students in the second year)

9.42 Are the second-year courses based upon appropriate first-year prerequisites?
 Yes No Not applicable

FOR BACHELOR'S DEGREES ONLY

9.43 Is the number of hours required to complete the program at least 120 semester hours, 180 quarter hours, or their equivalent, earned over a period of eight semesters, 12 quarters, or the equivalent?
 Yes No

9.44 Is there a minimum of 60 semester hours, 90 quarter hours, or their equivalent in courses within the area of concentration?
 Yes No

9.45 If the institution offers only the last two years of the bachelor's degree program, do the catalog and all advertising materials clearly describe the requirements for admission?
 Yes No Not Applicable (institution offers all four years of the degree)

9.46 Does the curriculum quantitatively and qualitatively approximate the standards at other collegiate institutions offering the same degree?
 Yes No

9.47 Is enrollment in the third and fourth years of the bachelor's program sufficient to support regularly scheduled classes and laboratory work?
 Yes No Not Applicable (no students in the third and fourth years)

9.48 Are the third- and fourth-year courses based upon appropriate prerequisites?
 Yes No

9. PROGRAM EVALUATION

Bachelor's Degree in Information and Network Technologies: Major in Computer Forensics

Bachelor's Degree in Information and Network Technologies: Major in Network Management

Bachelor's Degree in Information and Network Technologies: Major in Systems Securities

Academic Associate's Degree Information and Network Technology

- 9.01 Is licensure, certification or registration required to practice in the specific career field?
 Yes No (*Skip to question 9.02*)
- 9.02 Who is assigned to administer the academic program(s), and what are this person's qualifications?
 Mr. Maxwell Adjei-Turim administrates the programs. Mr. Adjei-Turim holds a bachelor's degree in Information Technology from the American Intercontinental University, a master's of Business Administration from University of Phoenix, and Cisco Certified Network Associate and Academy Instructor certifications. Prior to joining the campus, Mr. Adjei-Turim was the program chair of the Management Information Systems/Business program at Florida Career College for three years, network administrator at South County Mental Health Institute for two years, systems administrator at National PETScan Management for two years, and technical support representative at The Answer Group for three years.
- 9.03 Does this individual possess appropriate academic or experiential qualifications?
 Yes No
- 9.04 Is there evidence that the program administrator has sufficient authority and responsibility for the development and administration of the educational program(s)?
 Yes No
- 9.05 Are the time and resources devoted to the administration of the educational program(s) sufficient?
 Yes No
- 9.06 Does the program meet the needs of its students and the requirements of the Council, as shown by student achievement outcomes which meet or exceed- the standards for the following areas:
 (a) Student retention rate of 62%?
 Yes No Not Applicable (Additional Location Inclusion only)
 (b) Student placement rate of 58%?
 Yes No Not Applicable (Additional Location Inclusion only)
- 9.07 List the community resources and describe how they are utilized to enrich the program(s).
 The Information and Network Technologies programs utilize a professional advisory committee (PAC), field trips, and guest speakers to gain insight from industry professionals and to ensure students are learning the necessary skills to compete for jobs in the local workforce.
- 9.08 Is the utilization of community resources sufficient to enrich the program?
 Yes No
- 9.09 Does the curriculum evidence a well-organized sequence of appropriate subjects leading to an occupational objective, an academic credential, or both?
 Yes No
- 9.10 Does the catalog and/or other advertising material such as brochures and web site, accurately describe the program and its objectives?
 Yes No
- 9.11 For programs that include practica, externships, or internships, does the institution have a written and mutually signed agreement that outlines the arrangement between the institution and the practicum site, including specific learning objectives, course requirements, and evaluation criteria?

Yes No Not Applicable (these elements are not part of the program *or* no student is at the point of needing them)

- 9.12 Does the program use independent studies?
 Yes No (*Skip to question 9.14*)
- 9.13 Are independent studies used appropriately, and is there a contract signed by the student and the institution that meets Council standards?
 Yes No
- 9.14 Are the curriculum and length of the program appropriate to meet the educational and placement objectives of the program?
 Yes No
- 9.15 Are course prerequisites appropriate, are they identified in the catalog and on the course syllabi, and are they being followed?
 Yes No
- 9.16 Is an appropriately detailed syllabus on file for each course that includes:
- (a) Title and course descriptions
 Yes No
 - (b) Course numbers
 Yes No
 - (c) Course prerequisites and/or corequisites
 Yes No
 - (d) Instructional contact hours/credits
 Yes No
 - (e) Learning objectives
 Yes No
 - (f) Instructional materials and references
 Yes No
 - (g) Topical outline of the course
 Yes No
 - (h) Instructional methods
 Yes No
 - (i) Assessment criteria
 Yes No
 - (j) Method of evaluating students
 Yes No
 - (k) Date the syllabus was last reviewed
 Yes No
- For Title IV participant campuses that have lecture courses in credit hour programs or clock-to-credit hour programs only:***
- (l) Out-of-class work assignments that support the learning objectives for the course
 Yes No Not Applicable (Additional Location Inclusion)
 - (m) A description of the minimum amount of time a student is expected to spend on completion of the work assignments
 Yes No Not Applicable (Additional Location Inclusion)
- 9.17 Do students confirm that they receive a course syllabus and that it is followed?
 Yes No
- 9.18 Are the courses available when needed by the student in the normal pursuit of a program of study?
 Yes No
- 9.19 Was the team able to verify the backup documentation to support the placement rate for the program(s) as reported on the last Campus Accountability Report submitted to the Council?
 Yes No Not Applicable (there have been no graduates)

How many calls to employers or graduates were attempted?

Academic associate's degree program in Information and Network Technology: No graduates
 Bachelor's degree program in Information and Network Technology, Major in Computer Forensics: 1
 Bachelor's degree program in Information and Network Technology: 3
 Bachelor's degree program in Information and Network Technology, Major in Systems Securities: 3

How many calls to employers or graduates were successful?

Academic associate's degree program in Information and Network Technology: No graduates
 Bachelor's degree program in Information and Network Technology, Major in Computer Forensics: 1
 Bachelor's degree program in Information and Network Technology: 3
 Bachelor's degree program in Information and Network Technology, Major in Systems Securities: 3

How many of the successful contacts confirmed the employment of the graduate as reported on the CAR? Please explain any discrepancy between the number of successful contacts and confirmations.

Academic associate's degree program in Information and Network Technology: No graduates
 Bachelor's degree program in Information and Network Technology, Major in Computer Forensics: 1
 Bachelor's degree program in Information and Network Technology: 3
 Bachelor's degree program in Information and Network Technology, Major in Systems Securities: 3

9.20 Was documentation on file to verify graduates classified on the CAR as "not available for placement"?

Yes No Not Applicable

9.21 Does the campus participate in Title IV financial aid?

Yes No (*Skip to question 9.24*)

9.22 Does the campus' written procedures (as evidenced by their academic credit analysis) support the written policy and definition of a credit hour as defined by the U.S. Department of Education for Title IV funding?

Yes No Not Applicable (Clock hour programs only)

9.23 Is there evidence that out-of-class work or the equivalency is being evaluated?

Yes No Not Applicable (Clock hour programs only)

If Yes, briefly describe the documentation of evaluation viewed on site.

The team reviewed graded homework during the classroom interviews.

9.24 Are the following appropriate to adequately support the number and nature of the program?

(a) Facilities.

Yes No

(b) Instructional equipment.

Yes No

(c) Resources.

Yes No

(d) Personnel.

Yes No

9.25 Are the following elements appropriately incorporated into the instructional components of the program?

(a) Systematic planning.

Yes No

(b) Well-defined instructional objectives.

Yes No

(c) The selection and use of appropriate and current learning materials.

Yes No

(d) Appropriate modes of instructional delivery.

Yes No

(e) The use of appropriate assessment strategies.

Yes No

(f) The use of appropriate experiences.

Yes No

FOR NONDEGREE PROGRAMS, OCCUPATIONAL ASSOCIATE'S, ACADEMIC ASSOCIATE'S, AND BACHELOR'S DEGREES ONLY

9.27 Do the faculty members' qualifications meet the minimum requirements outlined in the *Accreditation Criteria*, and are their qualifications academically and experientially appropriate to the subject matter they teach and the level of the credential awarded?

Yes No

9.28 Is the size of the faculty appropriate to the total student enrollment?

Yes No

FOR OCCUPATIONAL ASSOCIATE'S, ACADEMIC ASSOCIATE'S, BACHELOR'S AND MASTER'S DEGREES ONLY

9.29 Is an adequate core of full- and part-time faculty employed to ensure sound direction and continuity of development for the program?

Yes No

FOR ACADEMIC ASSOCIATE'S, BACHELOR'S, AND MASTER'S, DEGREES ONLY

9.30 Are teaching loads reasonable?

Yes No

FOR BACHELOR'S DEGREES ONLY

9.43 Is the number of hours required to complete the program at least 120 semester hours, 180 quarter hours, or their equivalent, earned over a period of eight semesters, 12 quarters, or the equivalent?

Yes No

9.44 Is there a minimum of 60 semester hours, 90 quarter hours, or their equivalent in courses within the area of concentration?

Yes No

9.45 If the institution offers only the last two years of the bachelor's degree program, do the catalog and all advertising materials clearly describe the requirements for admission?

Yes No Not Applicable (institution offers all four years of the degree)

9.46 Does the curriculum quantitatively and qualitatively approximate the standards at other collegiate institutions offering the same degree?

Yes No

9.47 Is enrollment in the third and fourth years of the bachelor's program sufficient to support regularly scheduled classes and laboratory work?

Yes No Not Applicable (no students in the third and fourth years)

9.48 Are the third- and fourth-year courses based upon appropriate prerequisites?

Yes No

GENERAL COMMENTS:

The team found the programs were well-conceived, directed, and taught.

COMMENDATIONS:

The team found a well run campus with competent caring faculty, administration and staff, all dedicated to the single goal of student success. Students interviewed are pleased with the education they receive and feel they are acquiring the necessary skills to be competitive in the global market place.

9. PROGRAM EVALUATION

Academic Associate's Degree in Graphic Design and Multi Media Bachelor's Degree in Animation Bachelor's Degree in Visual Communications

- 9.01 Is licensure, certification or registration required to practice in the specific career field?
 Yes No (*Skip to question 9.02*)
- 9.02 Who is assigned to administer the academic program(s), and what are this person's qualifications?
 Mr. Jeff Fiore administers the Graphic Design, Visual Communications and Animation degree programs. He holds a bachelor's degree in Digital Media/Animation from East Tennessee State University and a master's degree in Interactive Design and Game Development from Savannah College of Art and Design. Mr. Fiore has been at the institution for about four and one-half years and in the position of academic chair for two years. As chair, he oversees a total of one full-time and five part-time instructors, and teaches approximately eight hours a week in addition to his duties as program administrator. He holds professional membership in the American Institute of Graphic Arts (AIGA), and has worked for drafting firms as an architectural draftsman for survey drafting and website design, a freelance designer, and as the owner and director of his own design firm, J. Fiore Studio.
- 9.03 Does this individual possess appropriate academic or experiential qualifications?
 Yes No
- 9.04 Is there evidence that the program administrator has sufficient authority and responsibility for the development and administration of the educational program(s)?
 Yes No
- 9.05 Are the time and resources devoted to the administration of the educational program(s) sufficient?
 Yes No
- 9.06 Does the program meet the needs of its students and the requirements of the Council, as shown by student achievement outcomes which meet or exceed- the standards for the following areas:
 (a) Student retention rate of 62%?
 Yes No Not Applicable (Additional Location Inclusion only)
 (b) Student placement rate of 58%?
 Yes No Not Applicable (Additional Location Inclusion only)
- 9.07 List the community resources and describe how they are utilized to enrich the program(s).
 The greater metropolitan Washington, DC area offers a wide range of unique professional applications for design students in the fields of graphic design, animation and visual communications. The program advisory committee (PAC) members represent a range of individuals from corporate, educational and design fields, who come to the campus as guest speakers and act as curriculum advisors. The Art Director's Club of Metro Washington, which offers student memberships, allows professional networking opportunities for the students. A relationship has been created between the Annandale Chamber of Commerce and Graphic Design students to work together on the production of banners, public area graphics, and high profile logos for the purpose of establishing a new, contemporary identity to enhance the City of Annandale's commercial public space and tourist appeal.
- 9.08 Is the utilization of community resources sufficient to enrich the program?
 Yes No
- 9.09 Does the curriculum evidence a well-organized sequence of appropriate subjects leading to an occupational objective, an academic credential, or both?
 Yes No
- 9.10 Does the catalog and/or other advertising material such as brochures and web site, accurately describe the program and its objectives?

Yes No

9.11 For programs that include practica, externships, or internships, does the institution have a written and mutually signed agreement that outlines the arrangement between the institution and the practicum site, including specific learning objectives, course requirements, and evaluation criteria?

Yes No Not Applicable (these elements are not part of the program *or* no student is at the point of needing them)

9.12 Does the program use independent studies?

Yes No (*Skip to question 9.14*)

9.13 Are independent studies used appropriately, and is there a contract signed by the student and the institution that meets Council standards?

Yes No

9.14 Are the curriculum and length of the program appropriate to meet the educational and placement objectives of the program?

Yes No

9.15 Are course prerequisites appropriate, are they identified in the catalog and on the course syllabi, and are they being followed?

Yes No

9.16 Is an appropriately detailed syllabus on file for each course that includes:

(a) Title and course descriptions

Yes No

(b) Course numbers

Yes No

(c) Course prerequisites and/or corequisites

Yes No

(d) Instructional contact hours/credits

Yes No

(e) Learning objectives

Yes No

(f) Instructional materials and references

Yes No

(g) Topical outline of the course

Yes No

(h) Instructional methods

Yes No

(i) Assessment criteria

Yes No

(j) Method of evaluating students

Yes No

(k) Date the syllabus was last reviewed

Yes No

For Title IV participant campuses that have lecture courses in credit hour programs or clock-to-credit hour programs only:

(l) Out-of-class work assignments that support the learning objectives for the course

Yes No Not Applicable (Additional Location Inclusion)

(m) A description of the minimum amount of time a student is expected to spend on completion of the work assignments

Yes No Not Applicable (Additional Location Inclusion)

9.17 Do students confirm that they receive a course syllabus and that it is followed?

Yes No

9.18 Are the courses available when needed by the student in the normal pursuit of a program of study?

Yes No

- 9.19 Was the team able to verify the backup documentation to support the placement rate for the program(s) as reported on the last Campus Accountability Report submitted to the Council?
 Yes No Not Applicable (there have been no graduates)

How many calls to employers or graduates were attempted?

Academic associate's degree in Graphic Design: 2

Bachelor's degree in Visual Communications: 3

Bachelor's degree in Animation: 5

How many calls to employers or graduates were successful?

Academic associate's degree in Graphic Design: 2

Bachelor's degree in Visual Communications: 3

Bachelor's degree in Animation: 3

How many of the successful contacts confirmed the employment of the graduate as reported on the CAR? Please explain any discrepancy between the number of successful contacts and confirmations.

All of the successful calls confirmed the employment of graduates as reported on the 2012 CAR.

- 9.20 Was documentation on file to verify graduates classified on the CAR as "not available for placement"?
 Yes No Not Applicable

- 9.21 Does the campus participate in Title IV financial aid?
 Yes No (*Skip to question 9.24*)

- 9.22 Does the campus' written procedures (as evidenced by their academic credit analysis) support the written policy and definition of a credit hour as defined by the U.S. Department of Education for Title IV funding?
 Yes No Not Applicable (Clock hour programs only)

- 9.23 Is there evidence that out-of-class work or the equivalency is being evaluated?
 Yes No Not Applicable (Clock hour programs only)

If Yes, briefly describe the documentation of evaluation viewed on site.

The team was presented with graded homework, recorded grades, and student portfolios.

- 9.24 Are the following appropriate to adequately support the number and nature of the program?
 (a) Facilities.
 Yes No
 (b) Instructional equipment.
 Yes No
 (c) Resources.
 Yes No
 (d) Personnel.
 Yes No

- 9.25 Are the following elements appropriately incorporated into the instructional components of the program?
 (a) Systematic planning.
 Yes No
 (b) Well-defined instructional objectives.
 Yes No
 (c) The selection and use of appropriate and current learning materials.
 Yes No
 (d) Appropriate modes of instructional delivery.
 Yes No
 (e) The use of appropriate assessment strategies.
 Yes No
 (f) The use of appropriate experiences.

Yes No

FOR ACADEMIC ASSOCIATE'S, AND BACHELOR'S DEGREES

9.27 Do the faculty members' qualifications meet the minimum requirements outlined in the *Accreditation Criteria*, and are their qualifications academically and experientially appropriate to the subject matter they teach and the level of the credential awarded?

Yes No

9.28 Is the size of the faculty appropriate to the total student enrollment?

Yes No

FOR ACADEMIC ASSOCIATE'S AND BACHELOR'S DEGREES

9.29 Is an adequate core of full- and part-time faculty employed to ensure sound direction and continuity of development for the program?

Yes No

9.30 Are teaching loads reasonable?

Yes No

FOR ACADEMIC ASSOCIATE'S DEGREES ONLY

9.38 Is the number of hours required to complete the program at least 60 semester hours, 90 quarter hours, or their equivalent, earned over a period of four semesters, six quarters, or the equivalent?

Yes No

9.39 Is there a minimum of 30 semester hours, 45 quarter hours, or their equivalent in courses within the area of concentration?

Yes No

9.40 Does the curriculum quantitatively and qualitatively approximate the standards at other collegiate institutions offering the same degree?

Yes No

9.41 Is enrollment in the second academic year of the two-year program sufficient to support regularly scheduled classes?

Yes No Not Applicable (no students in the second year)

9.42 Are the second-year courses based upon appropriate first-year prerequisites?

Yes No Not applicable

FOR BACHELOR'S DEGREES ONLY

9.43 Is the number of hours required to complete the program at least 120 semester hours, 180 quarter hours, or their equivalent, earned over a period of eight semesters, 12 quarters, or the equivalent?

Yes No

9.44 Is there a minimum of 60 semester hours, 90 quarter hours, or their equivalent in courses within the area of concentration?

Yes No

9.45 If the institution offers only the last two years of the bachelor's degree program, do the catalog and all advertising materials clearly describe the requirements for admission?

Yes No Not Applicable (institution offers all four years of the degree)

9.46 Does the curriculum quantitatively and qualitatively approximate the standards at other collegiate institutions offering the same degree?

Yes No

- 9.47 Is enrollment in the third and fourth years of the bachelor's program sufficient to support regularly scheduled classes and laboratory work?
 Yes No Not Applicable (no students in the third and fourth years)
- 9.48 Are the third- and fourth-year courses based upon appropriate prerequisites?
 Yes No

GENERAL COMMENTS:

The team reviewed student portfolios in the areas of video, graphic design and photography and found them to be adequate for the purpose of securing employment in their particular area.

9. PROGRAM EVALUATION**Bachelor's Degree in Construction Management****Academic Associate's Degree in Construction Management**

- 9.01 Is licensure, certification or registration required to practice in the specific career field?
 Yes No (*Skip to question 9.02*)
- 9.02 Who is assigned to administer the academic program(s), and what are this person's qualifications?
 Mr. Ronald Keele, lead instructor, is assigned to administer the programs. He holds a master's degree from the University of Maryland, a bachelor's degree in Civil Engineering from Virginia Tech, a certificate in Safety Engineering and as a Professional Engineer. Mr. Keele has more than 25 years of industry experience.
- 9.03 Does this individual possess appropriate academic or experiential qualifications?
 Yes No
- 9.04 Is there evidence that the program administrator has sufficient authority and responsibility for the development and administration of the educational program(s)?
 Yes No
- 9.05 Are the time and resources devoted to the administration of the educational program(s) sufficient?
 Yes No
- 9.06 Does the program meet the needs of its students and the requirements of the Council, as shown by student achievement outcomes which meet or exceed the standards for the following areas:
 (a) Student retention rate of 62%?
 Yes No Not Applicable (Additional Location Inclusion only)
 (b) Student placement rate of 58%?
 Yes No Not Applicable (Additional Location Inclusion only)
- If *No* for either item does the Campus Effectiveness Plan (CEP) include data, analysis and activities to meet or exceed the relevant standard?
 Yes No Not Applicable
- 9.07 List the community resources and describe how they are utilized to enrich the program(s).
 The programs use the following community resources: field trips such as visits to various Washington D.C. rail line construction sites; guest speakers who present topics such as Green Technologies, Revit, and AutoCad software; and a program advisory committee (PAC) whose members are local industry professionals.
- 9.08 Is the utilization of community resources sufficient to enrich the program?
 Yes No

- 9.09 Does the curriculum evidence a well-organized sequence of appropriate subjects leading to an occupational objective, an academic credential, or both?
 Yes No
- 9.10 Does the catalog and/or other advertising material such as brochures and web site, accurately describe the program and its objectives?
 Yes No
- 9.11 For programs that include practica, externships, or internships, does the institution have a written and mutually signed agreement that outlines the arrangement between the institution and the practicum site, including specific learning objectives, course requirements, and evaluation criteria?
 Yes No Not Applicable (these elements are not part of the program *or* no student is at the point of needing them)
- 9.12 Does the program use independent studies?
 Yes No (*Skip to question 9.14*)
- 9.13 Are independent studies used appropriately, and is there a contract signed by the student and the institution that meets Council standards?
 Yes No
- 9.14 Are the curriculum and length of the program appropriate to meet the educational and placement objectives of the program?
 Yes No
- 9.15 Are course prerequisites appropriate, are they identified in the catalog and on the course syllabi, and are they being followed?
 Yes No
- 9.16 Is an appropriately detailed syllabus on file for each course that includes:
- (a) Title and course descriptions
 Yes No
 - (b) Course numbers
 Yes No
 - (c) Course prerequisites and/or corequisites
 Yes No
 - (d) Instructional contact hours/credits
 Yes No
 - (e) Learning objectives
 Yes No
 - (f) Instructional materials and references
 Yes No
 - (g) Topical outline of the course
 Yes No
 - (h) Instructional methods
 Yes No
 - (i) Assessment criteria
 Yes No
 - (j) Method of evaluating students
 Yes No
 - (k) Date the syllabus was last reviewed
 Yes No
- For Title IV participant campuses that have lecture courses in credit hour programs or clock-to-credit hour programs only:***
- (l) Out-of-class work assignments that support the learning objectives for the course
 Yes No Not Applicable (Additional Location Inclusion)
 - (m) A description of the minimum amount of time a student is expected to spend on completion of the work assignments
 Yes No Not Applicable (Additional Location Inclusion)

- 9.17 Do students confirm that they receive a course syllabus and that it is followed?
 Yes No
- 9.18 Are the courses available when needed by the student in the normal pursuit of a program of study?
 Yes No
- 9.19 Was the team able to verify the backup documentation to support the placement rate for the program(s) as reported on the last Campus Accountability Report submitted to the Council?
 Yes No Not Applicable (there have been no graduates)

How many calls to employers or graduates were attempted?

Academic associate's degree program in Construction Management: No Graduates

Bachelor's degree program in Construction Management: 6

How many calls to employers or graduates were successful?

Academic associate's degree program in Construction Management: No Graduates

Bachelor's degree program in Construction Management: 5

How many of the successful contacts confirmed the employment of the graduate as reported on the CAR? Please explain any discrepancy between the number of successful contacts and confirmations.

All 5 successful contacts confirmed the employment of the graduates as reported on the 2012 CAR.

If *No*, insert "Section 3-1-303(a)" in parentheses and explain:

(Section 3-1-303(a)): Based on backup documentation including self-described job duties from each organization, the following three bachelor's degree in Construction Management graduates who were classified on the 2012 CAR as being placed in a related field are not accurately classified:

- Ms. Maria Pocklington, who was placed as an Intelligence Analyst at Olgoonik. This is not a related field for Construction Management.
- Mr. Gideon Sarbah, who was placed as a Handler at the United States Postal Service. This is not a related field for Construction Management.
- Mr. Junior Yigzaw, who was placed as a Security Supervisor at Admiral Security Service. This is not a related field for Construction Management.

- 9.20 Was documentation on file to verify graduates classified on the CAR as "not available for placement"?
 Yes No Not Applicable

FOR NEW GRANTS AND INITIAL GRANTS ONLY

- 9.21 Does the campus participate in Title IV financial aid?
 Yes No (*Skip to question 9.24*)
- 9.22 Does the campus' written procedures (as evidenced by their academic credit analysis) support the written policy and definition of a credit hour as defined by the U.S. Department of Education for Title IV funding?
 Yes No Not Applicable (Clock hour programs only)
- 9.23 Is there evidence that out-of-class work or the equivalency is being evaluated?
 Yes No Not Applicable (Clock hour programs only)

If *Yes*, briefly describe the documentation of evaluation viewed on site.

The course instructors provided graded homework that was relative to the course objectives.

- 9.24 Are the following appropriate to adequately support the number and nature of the program?
 (a) Facilities.
 Yes No

(b) Instructional equipment.

Yes No

(c) Resources.

Yes No

(d) Personnel.

Yes No

9.25 Are the following elements appropriately incorporated into the instructional components of the program?

(a) Systematic planning.

Yes No

(b) Well-defined instructional objectives.

Yes No

(c) The selection and use of appropriate and current learning materials.

Yes No

(d) Appropriate modes of instructional delivery.

Yes No

(e) The use of appropriate assessment strategies.

Yes No

(f) The use of appropriate experiences.

Yes No

FOR NONDEGREE PROGRAMS, OCCUPATIONAL ASSOCIATE'S, ACADEMIC ASSOCIATE'S, AND BACHELOR'S DEGREES ONLY

9.27 Do the faculty members' qualifications meet the minimum requirements outlined in the *Accreditation Criteria*, and are their qualifications academically and experientially appropriate to the subject matter they teach and the level of the credential awarded?

Yes No

9.28 Is the size of the faculty appropriate to the total student enrollment?

Yes No

FOR OCCUPATIONAL ASSOCIATE'S, ACADEMIC ASSOCIATE'S, BACHELOR'S AND MASTER'S DEGREES ONLY

9.29 Is an adequate core of full- and part-time faculty employed to ensure sound direction and continuity of development for the program?

Yes No

FOR ACADEMIC ASSOCIATE'S, BACHELOR'S, AND MASTER'S, DEGREES ONLY

9.30 Are teaching loads reasonable?

Yes No

FOR ACADEMIC ASSOCIATE'S DEGREES ONLY

9.38 Is the number of hours required to complete the program at least 60 semester hours, 90 quarter hours, or their equivalent, earned over a period of four semesters, six quarters, or the equivalent?

Yes No

9.39 Is there a minimum of 30 semester hours, 45 quarter hours, or their equivalent in courses within the area of concentration?

Yes No

9.40 Does the curriculum quantitatively and qualitatively approximate the standards at other collegiate institutions offering the same degree?

Yes No

- 9.41 Is enrollment in the second academic year of the two-year program sufficient to support regularly scheduled classes?
 Yes No Not Applicable (no students in the second year)
- 9.42 Are the second-year courses based upon appropriate first-year prerequisites?
 Yes No Not applicable

FOR BACHELOR'S DEGREES ONLY

- 9.43 Is the number of hours required to complete the program at least 120 semester hours, 180 quarter hours, or their equivalent, earned over a period of eight semesters, 12 quarters, or the equivalent?
 Yes No
- 9.44 Is there a minimum of 60 semester hours, 90 quarter hours, or their equivalent in courses within the area of concentration?
 Yes No
- 9.45 If the institution offers only the last two years of the bachelor's degree program, do the catalog and all advertising materials clearly describe the requirements for admission?
 Yes No Not Applicable (institution offers all four years of the degree)
- 9.46 Does the curriculum quantitatively and qualitatively approximate the standards at other collegiate institutions offering the same degree?
 Yes No
- 9.47 Is enrollment in the third and fourth years of the bachelor's program sufficient to support regularly scheduled classes and laboratory work?
 Yes No Not Applicable (no students in the third and fourth years)
- 9.48 Are the third- and fourth-year courses based upon appropriate prerequisites?
 Yes No

GENERAL COMMENTS:

The team found the program chair, lead instructor, and faculty are passionate about assuring students are well-informed about the changes in the construction industry. Several guest speakers have presented information on Green Technology.

9. PROGRAM EVALUATION

Academic Associate's Degree in Computer Aided Drafting/Architectural Design

Bachelor's Degree in Interior Design

- 9.01 Is licensure, certification or registration required to practice in the specific career field?
 Yes No (*Skip to question 9.02*)
- 9.02 Who is assigned to administer the academic program(s), and what are this person's qualifications?
 Mr. Jeff Fiore, program chair, administers the Computer Aided Drafting/Architectural Design and Interior Design programs.

As previously noted, he holds a bachelor's degree in Digital Media/Animation from East Tennessee State University and a master's degree in Interactive Design and Game Development from Savannah College of Art and Design. Mr. Fiore has been at the institution for about four and one-half years and in the position of academic chair for two years. As chair, he oversees a total of one full-time and five part-time instructors, and teaches approximately eight hours a week in addition to his duties as program administrator. He holds professional membership in the American Institute of Graphic Arts (AIGA), and has worked for drafting firms as an architectural draftsman for survey drafting and website design, a freelance designer, and as the owner and director of his own design firm, J. Fiore Studio.

Mr. Fiore's academic and experiential background makes him well suited to be the program chair. However, he does not have sufficient expertise in Interior Design, so he is supported by Ms. Kirstin Bonner, lead instructor of the Interior Design program. Ms. Bonner holds a bachelor's degree in Interior Design from Mount Vernon College, and has worked at the Annandale campus for the last six years and has been lead instructor for the last three years. Her work experience includes 12 years as principal of her own design firm, and 9 years as design manager of office furniture firms. Ms. Bonner's academic and experiential background makes her well-suited for the lead instructor position.

- 9.03 Does this individual possess appropriate academic or experiential qualifications?
 Yes No
- 9.04 Is there evidence that the program administrator has sufficient authority and responsibility for the development and administration of the educational program(s)?
 Yes No
- 9.05 Are the time and resources devoted to the administration of the educational program(s) sufficient?
 Yes No
- 9.06 Does the program meet the needs of its students and the requirements of the Council, as shown by student achievement outcomes which meet or exceed- the standards for the following areas:
 (a) Student retention rate of 62%?
 Yes No Not Applicable (Additional Location Inclusion only)
 (b) Student placement rate of 58%?
 Yes No Not Applicable (Additional Location Inclusion only)
- 9.07 List the community resources and describe how they are utilized to enrich the program(s).
 There is documented evidence of guest speakers, field trips, portfolio presentations, and professional advisory committee meetings. One unique event was the creation of Annandale's Historic Town Center. The scope of the project was to reclaim a circular area in the heart of Annandale. Using urban design techniques, the space will include revised automobile patterns, landscaping, façade definitions, and local signage. The project involved all the programs in the School of Design. Ultimately, the project was presented to Annandale Chamber of Commerce.
- 9.08 Is the utilization of community resources sufficient to enrich the program?
 Yes No
- 9.09 Does the curriculum evidence a well-organized sequence of appropriate subjects leading to an occupational objective, an academic credential, or both?
 Yes No
- 9.10 Does the catalog and/or other advertising material such as brochures and web site, accurately describe the program and its objectives?
 Yes No
- 9.11 For programs that include practica, externships, or internships, does the institution have a written and mutually signed agreement that outlines the arrangement between the institution and the practicum site, including specific learning objectives, course requirements, and evaluation criteria?
 Yes No Not Applicable (these elements are not part of the program *or* no student is at the point of needing them)
- 9.12 Does the program use independent studies?
 Yes No (*Skip to question 9.14*)
- 9.13 Are independent studies used appropriately, and is there a contract signed by the student and the institution that meets Council standards?
 Yes No
- 9.14 Are the curriculum and length of the program appropriate to meet the educational and placement objectives of the program?

Yes No

- 9.15 Are course prerequisites appropriate, are they identified in the catalog and on the course syllabi, and are they being followed?
 Yes No

If *No*, insert the section number in parentheses and explain:

(Section 3-1-513(b) and Glossary): Course prerequisites are not being appropriately followed for the following students' program sequence:

- Mr. Robert Jordan took INT306 Space Planning without successfully completing CD121 Basic Cad its prerequisite.
- Ms. Tiffany Clark took INT306 Space Planning without successfully completing CD121 Basic Cad its prerequisite.
- Mr. Christian Medrano took CADD Computer Aided Design II and CADD121 Computer Aided Design I without successfully completing their prerequisite CADD111 Basic Drafting.

- 9.16 Is an appropriately detailed syllabus on file for each course that includes:

(a) Title and course descriptions

Yes No

(b) Course numbers

Yes No

(c) Course prerequisites and/or corequisites

Yes No

(d) Instructional contact hours/credits

Yes No

(e) Learning objectives

Yes No

(f) Instructional materials and references

Yes No

(g) Topical outline of the course

Yes No

(h) Instructional methods

Yes No

(i) Assessment criteria

Yes No

(j) Method of evaluating students

Yes No

(k) Date the syllabus was last reviewed

Yes No

For Title IV participant campuses that have lecture courses in credit hour programs or clock-to-credit hour programs only:

(l) Out-of-class work assignments that support the learning objectives for the course

Yes No Not Applicable (Additional Location Inclusion)

(m) A description of the minimum amount of time a student is expected to spend on completion of the work assignments

Yes No Not Applicable (Additional Location Inclusion)

- 9.17 Do students confirm that they receive a course syllabus and that it is followed?

Yes No

- 9.18 Are the courses available when needed by the student in the normal pursuit of a program of study?

Yes No

- 9.19 Was the team able to verify the backup documentation to support the placement rate for the program(s) as reported on the last Campus Accountability Report submitted to the Council?

Yes No Not Applicable (there have been no graduates)

How many calls to employers or graduates were attempted?

Academic associate's degree program in Computer Aided Drafting/Architectural Design: 3

Bachelor's degree program in Interior Design: 4

How many calls to employers or graduates were successful?

Academic associate's degree program in Computer Aided Drafting/Architectural Design: 2

Bachelor's degree program in Interior Design: 1

How many of the successful contacts confirmed the employment of the graduate as reported on the CAR? Please explain any discrepancy between the number of successful contacts and confirmations.

All of the successful contacts confirmed the employment of the graduates as reported on the 2012 CAR.

- 9.20 Was documentation on file to verify graduates classified on the CAR as "not available for placement"?
- Yes No Not Applicable

FOR NEW GRANTS AND INITIAL GRANTS ONLY

- 9.21 Does the campus participate in Title IV financial aid?
- Yes No (*Skip to question 9.24*)

- 9.22 Does the campus' written procedures (as evidenced by their academic credit analysis) support the written policy and definition of a credit hour as defined by the U.S. Department of Education for Title IV funding?
- Yes No Not Applicable (Clock hour programs only)

- 9.23 Is there evidence that out-of-class work or the equivalency is being evaluated?
- Yes No Not Applicable (Clock hour programs only)

If Yes, briefly describe the documentation of evaluation viewed on site.

Out-of-class work was evaluated through graded quizzes, tests, in class presentations, turned in papers and turned in projects.

- 9.24 Are the following appropriate to adequately support the number and nature of the program?

(a) Facilities.

Yes No

(b) Instructional equipment.

Yes No

(c) Resources.

Yes No

(d) Personnel.

Yes No

- 9.25 Are the following elements appropriately incorporated into the instructional components of the program?

(a) Systematic planning.

Yes No

(b) Well-defined instructional objectives.

Yes No

(c) The selection and use of appropriate and current learning materials.

Yes No

(d) Appropriate modes of instructional delivery.

Yes No

(e) The use of appropriate assessment strategies.

Yes No

(f) The use of appropriate experiences.

Yes No

FOR NONDEGREE PROGRAMS, OCCUPATIONAL ASSOCIATE'S, ACADEMIC ASSOCIATE'S, AND BACHELOR'S DEGREES ONLY

9.27 Do the faculty members' qualifications meet the minimum requirements outlined in the *Accreditation Criteria*, and are their qualifications academically and experientially appropriate to the subject matter they teach and the level of the credential awarded?

Yes No

9.28 Is the size of the faculty appropriate to the total student enrollment?

Yes No

FOR OCCUPATIONAL ASSOCIATE'S, ACADEMIC ASSOCIATE'S, BACHELOR'S AND MASTER'S DEGREES ONLY

9.29 Is an adequate core of full- and part-time faculty employed to ensure sound direction and continuity of development for the program?

Yes No

FOR ACADEMIC ASSOCIATE'S, BACHELOR'S, AND MASTER'S, DEGREES ONLY

9.30 Are teaching loads reasonable?

Yes No

FOR ACADEMIC ASSOCIATE'S DEGREES ONLY

9.38 Is the number of hours required to complete the program at least 60 semester hours, 90 quarter hours, or their equivalent, earned over a period of four semesters, six quarters, or the equivalent?

Yes No

9.39 Is there a minimum of 30 semester hours, 45 quarter hours, or their equivalent in courses within the area of concentration?

Yes No

9.40 Does the curriculum quantitatively and qualitatively approximate the standards at other collegiate institutions offering the same degree?

Yes No

9.41 Is enrollment in the second academic year of the two-year program sufficient to support regularly scheduled classes?

Yes No Not Applicable (no students in the second year)

9.42 Are the second-year courses based upon appropriate first-year prerequisites?

Yes No Not applicable

FOR BACHELOR'S DEGREES ONLY

9.43 Is the number of hours required to complete the program at least 120 semester hours, 180 quarter hours, or their equivalent, earned over a period of eight semesters, 12 quarters, or the equivalent?

Yes No

9.44 Is there a minimum of 60 semester hours, 90 quarter hours, or their equivalent in courses within the area of concentration?

Yes No

9.45 If the institution offers only the last two years of the bachelor's degree program, do the catalog and all advertising materials clearly describe the requirements for admission?

Yes No Not Applicable (institution offers all four years of the degree)

9.46 Does the curriculum quantitatively and qualitatively approximate the standards at other collegiate institutions offering the same degree?

Yes No

- 9.47 Is enrollment in the third and fourth years of the bachelor's program sufficient to support regularly scheduled classes and laboratory work?
 Yes No Not Applicable (no students in the third and fourth years)
- 9.48 Are the third- and fourth-year courses based upon appropriate prerequisites?
 Yes No

GENERAL COMMENTS:

The team found the students and instructors demonstrate a passion and dedication to learning.

COMMENDATIONS:

The team found one unique program activity was to recreate Annandale's Historic Town Center. The scope of the project was to reclaim a circular area in the heart of Annandale, and then using urban design techniques, the space included revised automobile patterns, landscaping, façade definitions, and local signage. The project involved all the students in the school of design programs and, ultimately, it was presented to Annandale Chamber of Commerce.

SUMMARY

The institution is not in compliance with the *Accreditation Criteria* in the following areas:

Number	Citation	Summary Statement
1.	Sections 3-1-111 and 3-1-441(c)	Follow-up studies on graduates are not being conducted by the institution at specific measuring points following placement of the graduates (pages 4 and 13).
2.	Section 3-1-202(b)	Documentation of evaluations is not maintained for all faculty members (page 6).
3.	Section 3-1-303(a)	The team cannot verify that three students in the bachelor's program in Construction Management are appropriately classified on the CAR (page 47).
4.	Section 3-1-420 and Appendix D	The team finds that the implementation of the satisfactory academic progress (SAP) policy does not comply with the requirements of the <i>Accreditation Criteria</i> (pages 10-11).
5.	Section 3-1-513(b)	Courses are not available when needed by the student in the normal pursuit of the program and prerequisites are not being followed (page 51).
6.	Section 3-1-516(a)(i)	There is not appropriate documentation to evidence that students in one course are meeting for an appropriate number of contact hours (page 16).
7.	Section 3-1-543 and Glossary	Documentation of professional growth is not available for all faculty members (pages 17-18).

RECOMMENDATIONS

The evaluation team offers the following recommendations for the institution's consideration. *(These recommendations are not included in the report seen by the Council):*

1. That staff files be maintained to contain all pertinent information and verifying documents of staff credentials and professional experience.
2. The team found during interviews with two separate groups of Medical Assisting students enrolled in the diploma and degree programs, that students are mandated to complete some medical testing before being placed at the externship sites. Students expressed dissatisfaction with the requirements stating they were not informed about the mandatory testing at enrollment or before the externship placement, and they were put in very difficult circumstances related to their inability to pay for these tests. During the time of the visit, the team investigated the concern and found the campus does provide students with a statement at the time of the admission that verbates the requirements. Although the statement is clear, given the confusion expressed by the students the team recommends the campus specifically explain this specific requirement in the enrollment agreement, at the time of admission, so students are made aware and understand what is required before they get to the externship placement phase of the program.
3. That some equipment be updated to more current industry standards especially in the areas of graphic design and animation. Students stated, as per interview, that work could be expedited with newer, updated versions of both hardware and software equipment.
4. The majority of the Interior Design classes are taught in two rooms in the West Wing 6th floor. Neither of those rooms has computers installed in them; when computers are needed they bring in a cart of laptops. It is recommended that additional computers be provided in the rooms for the students to use before, during, and after class.
5. Expanding the part-time instructor pool for the Interior Design program to allow for a more diverse experience perspective and teaching approach.
6. More faculty observations on an ongoing basis.



NEW GRANT VISIT REPORT

WESTWOOD COLLEGE-ARLINGTON BALLSTON
4420 North Fairfax Drive, Suite 400
Arlington, Virginia 22203
ACICS ID Code: 00027060

Mr. Lauck Walton, Campus President (lwalton@westwood.edu)
 Campus E-mail Address: 27060@westwood.edu

MAIN CAMPUS
 Westwood College-South Bay
 Torrance, California
 ACICS ID Code: 00027056

September 11-12, 2013

Thomas Duff	Chair	Retired, University of Minnesota Duluth	Duluth, MN
Betty Herard	Student-Relations Specialist	Global Learning Strategies	Birmingham, AL
Richard Murphree	Educational Activities and Library Specialist	Effectual Business Services	Eagle, ID
Terry Campbell	Criminal Justice Specialist	Kaplan University	Okeechobee, FL
Thomas Evans	Business Administration Specialist	St. Petersburg College	Largo, FL
Steve Johnson	Information Technology Specialist	Kaplan & Victory Universities	Memphis, TN
Barry Phillips	Graphic Design and Visual Communications Specialist	Art Director/Designer	Burleson, TX
Charles Saunders	Construction Management Specialist	CADDPLUS	Owen Cross Roads, AL
Sabrina Cruz	Medical Specialist	Sanford-Brown Institute	New York, NY
Karly Zeigler	Staff Representative	ACICS	Washington, DC

**PROGRAMS OFFERED BY
WESTWOOD COLLEGE – ARLINGTON BALLSTON
ARLINGTON, VIRGINIA**

CREDEN- TIAL EARNED	ACICS CREDEN- TIAL	APPROVED PROGRAM TITLE	Clock Hrs.	Qtr. Hrs.	Enroll: Full- time/ Part- time	CAR Retention & Placement			
						2012		2011	
						Ret.	Pla.	Ret.	Pla.
Diploma	Diploma	Medical Assisting	955	69.5	28 / 5	85.5%	NG	NA	NA
Associate of Applied Science (AAS) Degree Programs—ACICS Credential = Academic Associate:									
AAS	Acad Assoc	Business Administration	910	90	37 / 10	NA	NA	NA	NA
AAS	Acad Assoc	Construction Management	965	90	12 / 3	NA	NA	NA	NA
AAS	Acad Assoc	Criminal Justice	905	90	47 / 20	NA	NA	NA	NA
AAS	Acad Assoc	Graphic Design	1205	90	10 / 8	55.6%	100%	53.8%	66.7%
AAS	Acad Assoc	Information and Network Technologies	1205	90	22 / 15	70%	NG	53.8%	NG
AAS	Acad Assoc	Medical Assisting	1180	92	4 / 3	NA	NA	NA	NA
Bachelor of Science (BS) Degree Programs:									
BS	Bachelor	Business Administration: Accounting	1820	180	2 / 1	90.9%	NG	64.7%	NG
BS	Bachelor	Business Admin: Healthcare Management	1820	180	5 / 4	65.5%	100%	59.4%	NG
BS	Bachelor	Business Administration: Management	1820	180	20 / 10	61.1%	100%	54.9%	NG
BS	Bachelor	Business Admin: Marketing Management	1820	180	0 / 3	87.5%	0%*	50%	NG
BS	Bachelor	Construction Management	1945	180	9 / 4	70.7%	85.7%	64.5%	100%
BS	Bachelor	Criminal Justice: Administration	1820	180	32 / 13	62.1%	72.7%	55%	77.4%
BS	Bachelor	Criminal Justice: Investigations	1820	180	18 / 6	80.6%	NG	NA	NA
BS	Bachelor	Graphic Design: Animation	2330	180	4 / 6	73.3%	0%*	63.6%	60%
BS	Bachelor	Graphic Design: Game Art	2325	180	2 / 2	76.7%	0%*	75.6%	33.3%
BS	Bachelor	Graphic Design: Visual Communications	2305	180	8 / 6	79.5%	42.9*	55.1%	100%
BS	Bachelor	Information and Network Technologies: Computer Forensics	2305	180	4 / 0	68.9%	0%*	58.5%	NG
BS	Bachelor	Information and Network Technologies: Network Management	2350	180	8 / 6	70.9%	71.4%	48.6%	NG
BS	Bachelor	Information and Network Technologies: Systems Security	2350	180	0 / 1	0%	NG	100%	NG
The following programs have been approved by ACICS, and the first classes will be offered in October 2013:									
AOS**	Occupational Associate's	Electronics Technology	1260	90.5	0 / 0	NA	NA	NA	NA
AAS	Acad Assoc	Health Information Technology	1270	103.5	0 / 0	NA	NA	NA	NA
AOS**	Occupational Associate's	Information Technology	1265	91.5	0 / 0	NA	NA	NA	NA

TOTAL ENROLLMENT = 400

Notes:

NA = No enrollment in program during the CAR period

NG = No graduates from the program during the CAR period

Bold = Retention rate below 62% or placement rate below 58%.

*Programs with fewer than 10 graduates; no program improvement plan required.

**Associate of Occupational Science degree

INTRODUCTION

Westwood College Arlington Ballston is one of 14 campuses owned and operated by Alta College, Inc., located in Denver, Colorado. In addition to the 14 campuses located in California, Colorado, Georgia, Illinois, and Virginia, there is a Westwood College Online unit located in Denver which has consortium agreements to offer online courses for all 14 Westwood College campuses, including the Arlington Ballston campus.

The Arlington Ballston campus initially started offering programs in October 2005 at a facility located in Roslyn, Virginia, in the Washington, DC, metro area. Operations were later moved to a location on Wilson Boulevard in Arlington County (commonly referred to as "Arlington"), Virginia. The move of just a few blocks from Wilson Boulevard to the current location at 4420 North Fairfax Drive in Arlington started in July 2011, and all educational program and administrative functions were finally moved and operating in approximately 40,000 square feet of space in the five-story building at the current location in July 2012.

Arlington County (Arlington) is located in northern Virginia on the south bank of the Potomac River directly across from the District of Columbia. Due to the county's location, it is the headquarters for many departments and agencies of the United States federal government, including the Department of Defense, the U.S. Drug Enforcement Agency, and the Defense Advanced Research Projects Agency (DARPA). With a land area of only 26 square miles, Arlington is the geographically smallest county in the nation and the only county with no other incorporated towns within its border. The many federal agencies, government contractors, and service industries in Arlington, contribute to the area's stable economy and make it one of the highest income counties in the United States.

As reported on the previous page, there are a total of 400 students enrolled in 1 diploma, 7 academic associate's degree, and 13 bachelor's degree programs at the Arlington Ballston campus. Approximately, 30 students are enrolled in the diploma program, 200 in the associate's degree programs, and 170 in the bachelor's degree programs. Approximately 300 of the students are enrolled on a full-time basis, 100 on a part-time basis; roughly 75% of the students are classified as day students and 25% as evening students. In addition to the students completing courses onsite at the campus, the campus president provided data indicating there are a total of 77 different Arlington Ballston students enrolled in a total of 36 different online courses being offered and taught by faculty from the Westwood College Online unit in Denver.

Based on the most recent data available, the Campus Effectiveness Plan reports the student population is 57% male, 43% female; with an average age of 33.8 years. Of those reporting their ethnicity, 79% of the student population is African American, 6% multi-racial, 4% Caucasian, 3% Hispanic, and 1% Asian---with approximately 7% unreported.

It is important to note that all Westwood College campuses converted to a curriculum called the Career Advantage Program (CAP) in 2012. All programs were reviewed by system curriculum committees and modified to be more efficiently delivered. A major change resulting from the implementation of the CAP curriculum is that most courses were changed from granting 3.5 quarter credits to 4.5 quarter credits. A second major change was the development of more associate's degree programs. For example, the Arlington Ballston campus started its associate's degree programs in Business Administration, Construction Management, and Criminal Justice in August 2012 and in Medical Assisting in May 2013. Further, as reported at the bottom of the table on the previous page, the campus has been approved to offer and plans to start its first classes in October 2013 for new associate's degree programs in Electronics Technology, Health Information Technology, and Information Technology.

1. MISSION

- 1.01 Give the page number in the campus catalog on which the mission statement can be found.
 The Westwood College mission statement appears on page 8 of the current catalog—2013 Catalog-6613, Volume 4-No. 2, revised May 2013.
- 1.02 Does the campus have an appropriate mission statement with a set of supporting objectives?
 Yes No
- 1.03 Are the objectives devoted substantially to career-related education?
 Yes No
- 1.04 Are the objectives reasonable for the following?
 (a) The programs of instruction
 Yes No
 (b) The modes of delivery.
 Yes No
 (c) The facilities of the campus.
 Yes No
- 1.05 Are the mission statement and supporting objectives appropriately disclosed in the campus catalog and in other publications that are readily available and understandable to the public?
 Yes No
- 1.06 Is the campus committed to successful implementation of its mission?
 Yes No
- 1.07 Does the campus have a current Campus Effectiveness Plan (CEP)?
 Yes No
- 1.08 If the campus is an additional location, does the additional location have its own CEP, separate from the main campus IEP?
 Yes No Not Applicable
- 1.09 Does the CEP describe the following?
 (a) The characteristics of the programs offered.
 Yes No
 (b) The characteristics of the student population.
 Yes No
 (c) The types of data that will be used for assessment.
 Yes No
 (d) Specific goals to improve the educational processes.
 Yes No
 (e) Expected outcomes of the plans.
 Yes No
- 1.10 Are the following five required elements evaluated in the CEP?
 (a) Student retention.
 Yes No
 (b) Student placement.
 Yes No Not Applicable (new additional location only)
 (c) Level of graduate satisfaction.
 Yes No Not Applicable (new additional location only)
 (d) Level of employer satisfaction.
 Yes No Not Applicable (new additional location only)

(e) Student learning outcomes.

Yes No

(Section 3-1-111): The team found that follow-up studies on graduate satisfaction are not being completed following graduation.

The campus has verified that it conducts "graduate" surveys only once, and these surveys are conducted during a student's last term, prior to graduation. While onsite, the campus created a new policy that stated they will be sending out post-graduation surveys at 150 days following graduation. Additionally, their corporate headquarters were stated to have implemented the new surveys.

1.11 Define the student learning outcomes used by the campus and how these outcomes are being assessed.

The CEP identifies certification exams, capstone grades, and cumulative GPA as student learning outcomes and states "these assessments are linked together to form a comprehensive evaluation of student learning."

1.12 Are the following identified and described in the CEP?

(a) The baseline data for each outcome.

Yes No Not Applicable

(b) The data used by the campus to assess each outcome.

Yes No Not Applicable

(c) How the data was collected.

Yes No Not Applicable

(d) An analysis and summary of the data collected and an explanation of how the data will be used to improve the educational processes.

Yes No Not Applicable

1.13 Has the campus published annual placement and retention goals in its CEP that take into account its rates from the last three Campus Accountability Reports and that demonstrate its ability to maintain or improve retention and placement outcomes?

Yes No Not Applicable (new additional location or initial applicant only)

The CEP reports that the goals for retention and placement for the 2013 CAR period are 70% and 75%, respectively.

1.14 Has the campus published specific activities that will be undertaken to meet placement and retention goals?

Yes No Not Applicable (new additional location only)

1.15 Describe the specific activities that the campus will undertake to meet these goals.

Following are some of the activities to be undertaken to achieve the retention rate goal: holding "Student Success" meetings twice weekly to discuss at-risk students and create action plans to provide support to these students; shifting the responsibility for returning students from Student Support to Admissions; and revamping the Transportation Assistance program to provide better holistic support to students and to seek to link these students with Career Services earlier.

Following are some of the activities to be undertaken to achieve the placement rate goal: rather than starting the career services process when graduation is nearing, administration has reset the goal for students to be employed in their field prior to graduation; increase the number and frequency of job fairs on campus; advance the date of the "Grad Fest"--a program for potential graduates--to the START of the graduation term rather than conducting this program the week before the end of the term as has been done previously.

1.16 Does the campus have documentation to show the following?

(a) That the CEP has been implemented.

Yes No

(b) That specific activities listed in the plan have been completed.

Yes No

(c) That periodic progress reports have been completed.

Yes No

1.17 Who is responsible for implementing and monitoring the CEP? Describe this individual's qualifications. If a committee is utilized please describe the committee.

Mr. M. Lauck Walton, campus president, is responsible for implementing and monitoring the CEP. He holds a bachelor's degree in Psychology and a master's degree in Business Administration from Rensselaer Polytechnic Institute in Troy, New York. Mr. Walton was initially employed by Westwood College as the campus president of the Annandale, Virginia, campus in April 2005 and became president of the Arlington campus in October 2012. He served as an ACICS staff member from 1990-1998 and has worked in other for-profit career schools prior to starting with Westwood.

Mr. Walton leads a CEP Steering Committee which develops, reviews, analyzes, maintains, and monitors the CEP. The committee consists of the campus president, academic dean, director of admissions, director of career services, director of student finance, director of student support, and the campus program chairs.

- 1.18 Does the campus have documentation to show that the CEP is evaluated at least annually?
 Yes No Not Applicable (new additional location or initial applicant only)

GENERAL COMMENTS:

Overall, the team found the CEP to be complete, well organized, and well written. The campus administrative leaders are committed to using the CEP as a major campus planning tool. It is clear from the review of CEP documents and discussion with campus administrators that the CEP for the Westwood College Arlington Ballston campus is being developed, maintained, and used to continuously improve educational and administrative activities and achieve campus goals and objectives, just as the Council desires.

2. ORGANIZATION

- 2.01 Is the following information regarding the campus appropriately stated in the catalog?
 (a) Governance, control, and corporate organization.
 Yes No
 (b) Names of the trustees, directors, and/or officers.
 Yes No
 (c) Names of the administrators.
 Yes No
- 2.02 Does the campus:
 (a) Adequately train its employees?
 Yes No
 (b) Provide them with constant and proper supervision?
 Yes No
 (c) Evaluate their work?
 Yes No
- 2.03 Is the administration of the campus efficient and effective?
 Yes No
- 2.04 Does the campus maintain written documentation to show that faculty and staff members:
 (a) Clearly understand their duties and responsibilities?
 Yes No
 (b) Know the person to whom they report?
 Yes No
 (c) Understand the standards by which the success of their work is measured?
 Yes No
- 2.05 Does the administration maintain documentation of the evaluation of the faculty and staff?
 Yes No
- 2.06 Has the campus adopted a policy on academic freedom that has been communicated to the faculty?
 Yes No
- 2.07 Does the campus have an appropriate grievance policy for faculty and staff?

Yes No

2.08 Does the campus catalog or the student handbook contain an appropriate grievance policy for students that includes the name and address of ACICS?

Yes No Not Applicable (initial applicants only)

2.09 Who is responsible for the financial oversight of the campus, and what are this person's qualifications?

The campus president, Mr. M. Lauck Walton, is responsible for the financial oversight of the campus. As noted in the previous section, he holds a bachelor's degree in Psychology and a master's degree in Business Administration from Rensselaer Polytechnic Institute in Troy, New York. Mr. Walton was initially employed by Westwood College as the campus president of the Annandale, Virginia, campus in April 2005 and became president of the Arlington campus in October 2012. He served as an ACICS staff member from 1990-1998 and has worked in other for-profit career schools prior to starting with Westwood.

GENERAL COMMENTS:

The team found the current organizational structure and campus management team to be promoting a spirit of understanding, cooperation, and responsibility among faculty, staff, and administration. Performance standards and monitoring controls that support satisfactory administrative functions are in place at the campus.

3. ADMINISTRATION

3.01 Is there evidence that the chief on-site administrator(s) or the self-study coordinator for the campus attended an accreditation workshop within 18 months prior to the final submission of the self-study?

Yes No

3.02 Are all staff well trained to carry out administrative functions?

Yes No

3.03 Who is the on-site administrator, and what are this person's qualifications?

Mr. M. Lauck Walton, campus president, has been the on-site administrator at the Westwood College Arlington campus since October 2012. As stated previously, he holds a bachelor's degree in Psychology and a master's degree in Business Administration from Rensselaer Polytechnic Institute in Troy, New York. Mr. Walton was initially employed by Westwood College as the campus president of the Annandale, Virginia, campus in April 2005. Prior to starting work with Westwood, he served as an ACICS staff member from 1990-1998 and has worked in other for-profit career schools prior to starting with Westwood.

3.04 Does the campus list degrees of staff members in the catalog?

Yes No

If Yes, is appropriate evidence of the degrees on file?

Yes No

3.05 Is there evidence that the campus keeps adequate records to support the following administrative operations?

(a) Financial aid activities.

Yes No Not Applicable (campus does not participate in financial aid)

(b) Admissions.

Yes No

(c) Curriculum.

Yes No

(d) Accreditation and licensure.

Yes No

(e) Guidance.

Yes No

(f) Instructional resources.

Yes No

(g) Supplies and equipment.

Yes No

(h) The school plant.

Yes No

(i) Faculty and staff.

Yes No

(j) Student activities.

Yes No

(k) Student personnel.

Yes No

3.06 Does the campus admit ability-to-benefit students?

Yes No (*Skip to Question 3.11.*)

3.11 Do student files contain evidence of graduation from high school or the equivalent?

Yes No

3.12 Are appropriate transcripts maintained for all students?

Yes No

3.13 Is the grading system fully explained on the transcript, and is it consistent with the grading system that appears in the campus catalog?

Yes No

3.14 Are student records protected from theft, fire, water damage, or other possible loss?

Yes No

3.15 Does the campus maintain transcripts for all students indefinitely?

Yes No

3.16 Does the campus maintain admissions data and other records for at least five years from the last date of attendance for all students?

Yes No

GENERAL COMMENTS:

Based on review and observation of operations while on the campus, the visit team feels the current campus leadership team and staff are well prepared and trained to carry out the administrative functions they are assigned. Further, administrative functions are generally coordinated and carried out to serve the educational mission and objectives of the programs being offered and the campus overall.

4. RELATIONS WITH STUDENTS

4.01 How many student files were reviewed during the evaluation?

The team reviewed a total of 41 files selected from the following groups of students: pending graduates, Financial Aid probations, Financial Aid warnings, satisfactory academic progress (SAP) warnings, SAP dismissals, active students, graduates, re-entries, and transfers.

4.02 Does the campus ensure that its student relations reflect high ethical standards?

Yes No

4.03 Does the campus have appropriate admissions criteria?

Yes No

4.04 Does the campus contract with third parties for admissions and recruiting purposes?

Yes No

4.05 Is there evidence to document that admissions criteria are applied consistently to all students admitted under the same version of the admissions criteria (e.g., that students admitted into specific programs for the same start date are admitted under the same admissions criteria)?

Yes No

4.06 Does the admissions policy conform to the campus's mission?

Yes No

4.07 Is the admissions policy publicly stated?

Yes No

4.08 Is the admissions policy administered as written?

Yes No

4.09 Does the campus use an enrollment agreement for each enrolled student that :

(a) Clearly outlines the financial obligations of both the institution and the student?

Yes No

(b) Outlines all program related tuition and fees?

Yes No

(c) Has a signature of the student and the appropriate school representative?

Yes No

Is there evidence that a copy of the agreement has been provided to the student?

Yes No

4.10 Who is responsible for the oversight of student recruitment at the campus and what are this person's qualifications?

Mr. Isaiah Brooms, director of admissions, is responsible for the oversight of student recruitment at the campus. He holds a bachelor's degree in Education from Bradley University in Peoria, IL. Mr. Brooms started as an admissions representative in 2006 and became assistant director of admissions in 2007 prior to becoming the director of admissions in 2009. Prior to starting at Westwood College, Mr. Brooms worked as a teacher in the Chicago public school system for one year and as assistant director of admissions for Culver Academies for three years.

4.11 How is the team able to verify that the recruiting process for new students is ethical and compatible with the educational objectives for the campus?

Mr. Brooms described the campus step-by-step recruitment process for the team. The process includes phone scripts that representatives are required to utilize, and the "College You" web-based guided presentation. The web-based presentation is one hour in length, and it includes disclosures on job placement stats, local career stats and financial aid data. The team viewed the presentation and initiated several interactive scenarios to verify general and programmatic accuracy. Based on its review, the team believes the campus recruiting process for new students is ethical and compatible with the education objectives for the campus.

4.12 Are individuals engaged in admissions or recruitment activities communicating current and accurate information regarding the following?

(a) Courses and programs.

Yes No

(b) Services.

Yes No

(c) Tuition.

Yes No

(d) Terms.

Yes No

(e) Operating policies.

Yes No

4.13 Does the campus use prospective student names obtained as a result of a survey, canvass, or promise of future employment or income while a student, or as a result of other marketing activity?

Yes No

If Yes, is the name of the campus clearly identified, and is there evidence that the reason for usage of the name has been communicated to the student?

Yes No

- 4.14 Does the state in which the campus operates require representatives to be licensed or registered?
 Yes No
- 4.15 Are the titles of recruitment and enrollment personnel appropriate?
 Yes No
- 4.16 Does someone other than recruitment and enrollment personnel make final decisions regarding financial aid eligibility, packaging, awarding, and disbursement?
 Yes No Not Applicable (campus does not participate in financial aid)
- 4.17 Are all recruiters supervised by the campus to ensure that their activities are in compliance with all applicable standards?
 Yes No
- 4.18 Does the campus have written policies and procedures for evaluating and accepting transfer of credit?
 Yes No
- 4.19 Is there evidence that the campus properly awards transfer of credit?
 Yes No Not Applicable
- 4.20 Does the campus publicize its transfer credit policies, including policies related to accepting transfer credit from another campus?
 Yes No
- 4.21 Has the campus established articulation agreements with other institutions?
 Yes No (*Skip to question 4.23 for Master's Degree Programs or 4.24 for all programs*)
- If Yes, has the campus published a list of institutions with which it has established the agreements?
 Yes No
- 4.22 Does the campus provide documented notification to students of the articulation agreements and the transferability of credits in the programs that are offered?
 Yes No
- 4.24 Is the standards of satisfactory academic progress policy published in the catalog?
 Yes No
- If Yes, state the page number(s) where the standards of satisfactory academic progress policy is published?
 The standards of satisfactory academic progress policy is published on pages 70-73 of the catalog reviewed during the visit.
- 4.25 Does the standards of satisfactory academic progress (SAP) policy published in the catalog contain the following?
- (a) A definition of the maximum time frame allowed for students to complete a program as 1.5 times the normal program length.
 Yes No
- (b) A schedule that designates the minimum percentage of work that a student must successfully complete at the end of each evaluation increment to complete the program within the maximum time frame.
 Yes No
- (c) Procedures for re-establishing satisfactory academic progress.
 Yes No
- (d) A definition of the effects of the following on the CGPA and successful course-completion percentage:
- Withdrawals.
 Yes No
- Incomplete grades.
 Yes No
- Repeated courses.
 Yes No
- Non-punitive grades.
 Yes No Not Applicable (campus does not offer)

Non-credit or remedial courses.

Yes No Not Applicable (campus does not offer)

A warning status.

Yes No Not Applicable (campus does not use)

A probationary period.

Yes No

An appeal process.

Yes No

An extended-enrollment status.

Yes No Not Applicable (campus does not offer)

The effect when a student changes programs.

Yes No Not Applicable (campus only offers one program of study)

The effect when a student seeks to earn an additional credential.

Yes No Not Applicable (campus only offers one credential)

The implications of transfer credit.

Yes No

4.26 Does the campus apply its SAP standards consistently to all students?

Yes No

4.27 Are students who are not making satisfactory academic progress properly notified?

Yes No Not Applicable (no students are in violation of SAP)

4.28 Is SAP evaluated at the end of each academic year or at 50% of the normal program length if the program is one academic year in length or shorter?

Yes No

4.29 Is SAP evaluated at the end of the second academic year and at the end of each subsequent academic year where students must have a minimum CGPA of 2.0 on a scale of 4.0 or its equivalent?

Yes No Not Applicable (all programs are one year or less)

4.30 Are students who are not making satisfactory academic progress at the end of the second year dismissed?

Yes No Not Applicable (all programs are less than two years)

4.31 Are qualitative and quantitative components evaluated cumulatively for all periods of a student's enrollment?

Yes No

4.32 Are students allowed to remain on financial aid while under warning status?

Yes No Not Applicable (campus does not participate in financial aid)

If Yes, is the student informed of this policy?

Yes No

4.33 Are students whose appeals are granted due to mitigating circumstances placed on probation, eligibility for financial aid reinstated and considered to be making satisfactory academic progress?

Yes No

4.34 Are students who are placed in an extended-enrollment status denied eligibility for federal financial aid (unless there are mitigating circumstances)?

Yes No Not Applicable (campus does not have extended enrollment and/or does not participate in financial aid)

4.35 Do credits attempted during the extended-enrollment status count toward the 1.5 times of normal program length?

Yes No Not Applicable (campus does not have extended enrollment)

4.36 For students who have exceeded one and one-half times the standard time frame and were awarded the original credential, were any additional financial obligations waived?
 Yes No Not Applicable (there is no such student)

4.37 Are students required to have a minimum CGPA of 2.0 or its equivalent upon graduation from all programs?
 Yes No

4.38 Who is responsible for the administration of satisfactory academic progress, and what are this person's qualifications?
 Ms. Emily Lawson, campus registrar, is responsible for the administration of satisfactory academic progress (SAP) at the Arlington Ballston campus. She holds a bachelor's degree in Psychology from the University of Virginia and a master's degree in School Psychology from Bowie State University. At the time of the visit, Ms. Lawson was in her second week on the job. Prior to starting in her current position, she worked for five years as a director of records at Global Health College. She also served as school psychology intern and day care specialist at county public schools, and parks and recreation agencies.

4.39 Does the campus encourage and assist students who are experiencing difficulty in progressing satisfactorily in their programs?
 Yes No

4.40 Does the campus finance any of the following? (Mark all that apply.)
 (a) Scholarships.
 (b) Grants.
 (c) Loans.
 (d) The campus does not offer scholarships, grants, and/or loans. (*Skip to Question 4.42.*)

If *Yes* for any item, does the campus properly identify all scholarship, grant, and loan programs?

Yes No

4.41 Does the campus fully disclose the terms, conditions, and application procedures regarding campus loan, scholarship and grant programs in its catalog?
 Yes No

4.42 Are all similarly circumstanced students who enrolled at the same time and in the same programs charged the same tuition and fees?
 Yes No

4.43 Are tuition and fees clearly stated in the catalog?
 Yes No

If *Yes*, have students confirmed receiving a copy of the catalog?

Yes No Not Applicable

4.44 Do the financial records of students clearly show the following?

(a) Charges.

Yes No

(b) Dates for the posting of tuition.

Yes No

(c) Fees.

Yes No

(d) Other charges.

Yes No

(e) Payments.

Yes No

(f) Dates of payment.

Yes No

(g) The balance after each transaction.

Yes No

4.45 Is the effective date listed on announcements of changes in tuition and fees?

Yes No Not Applicable (campus has not changed tuition or fees)

4.46 Is the campus' refund policy published in the catalog?

Yes No

4.47 Is the refund policy fair, equitable, and applicable to all students?

Yes No

4.48 Is the campus following its stated refund policy?

Yes No

4.49 Does the campus participate in Title IV financial aid?

Yes No (*Skip to question 4.57*)

4.50 Who is responsible on-site for administering student financial aid, and what are this person's qualifications?

Ms. Marsha Molina, director of student finance, is responsible for administering student financial aid at the campus. She holds a bachelor's degree in Business Administration from Strayer University and is currently enrolled in a master's of Business Administration degree program at the University of Phoenix. Ms. Molina has been director of student financial aid since March 2013. Prior to starting at the Westwood Arlington Ballston campus, she worked as senior reconciliation specialist, manger of title IV funds, manager of corporate financial aid, business office manager, and retention coordinator at various career schools including Strayer University and ITT Institute.

4.51 Is the person who determines the amount of student awards *not* also responsible for disbursing those awards?

Yes No

4.52 Are final student financial aid award determinations made by administrative individuals who are *not* responsible for recruitment?

Yes No

4.53 Is the financial aid administrator a member of a state, regional, or national financial aid association and up to date on procedures and changes in the field?

Yes No

4.54 Describe how the financial aid office stays current with regulation and policy changes in financial aid (include all appropriate memberships in professional organizations held by this individual).

The director of student finance and her staff stay current with regulation and policy changes by maintaing current membership in the Virginia Association of Student Financial Aid Administators (VASFAA), and attending VASFAA conferences and industry events; through "Dear Colleague Letters" from the Department of Education; and "Center Update Calls" and financial aid staff training provided by Westwood College central administration. The team also verified Ms. Molina's membership and active participation with the National Association of Student Financial Aid Administrators (NASFAA).

4.55 Is there evidence that the financial aid administrator regularly participates in professional awareness activities?

Yes No

4.56 Does the campus have a written policy that accurately reflects the U.S. Department of Education's definition of a credit hour for credit hour programs and/or clock-to-credit hour programs, including conversion ratios?

Yes No

4.57 Does the campus provide discounts for cash received in advance of the normal payment schedule?

Yes No (*Skip to question 4.58.*)

If *Yes*, is there evidence that the campus provides a copy of the written policy to all student applicants prior to enrollment?

Yes No

If *Yes*, is the size of the discount based on the financial benefit that the campus receives from the payment of cash earlier than would be required under the normal tuition payment schedule?

Yes No Not Applicable

- 4.58 Describe the student services offered by the campus such as, but not limited to, structured tutoring, academic or personal counseling, student orientation, etc.

Student support identified the three greatest challenges that students deal with on this campus are as follows: transportation, childcare, and employment. The solutions provided for students facing these challenges include a metrocard program that provides students with metrocards during the school year. The cost of these metrocards is included as a fee in the students' financial ledgers, thereby allowing the expense to be funded through students' financial aid accounts. The team viewed an array of housing resource books containing updated available apartments, shared apartments, and shared rooms listings. Students can view one or all of the three apartment listing books for the District of Columbia, Maryland and Virginia areas. Additionally, the campus has a contract with the University City Apartments (UCA). UCA is an apartment complex that focuses on rentals to college students, essentially serving as a dorm provider for schools that do not have dorm facilities. Packets containing resources for family and homelessness issues are provided to students on an as needed basis. The support center also provides a daycare information resource book for students facing daycare issues. Employment issues are referred to career services.

The services described above are offered to address the three greatest challenges identified for students at the campus. In addition, the campus librarian manages a structured tutoring program for students needing academic assistance, and a food bank program for students is coordinated by the Student Support area.

- 4.59 Are follow-up studies on graduate and employer satisfaction conducted at specific measuring points following the placement of the campus' graduates?

Yes No Not Applicable

If *No*, insert the section number in parentheses and explain:

(Section 3-1-441(c)): The Arlington Ballston campus does not conduct follow-up studies on graduate and employer satisfaction at specific measuring points following the placement of campus graduates. The campus does collect data to determine students' satisfaction with campus operations just prior to their graduation. The campus also collected feedback from 5 of 50 members of program advisory committees employers to determine employer satisfaction. However, the employer feedback is not being collected at specific measuring points following placement of graduates. Further, given the relatively low response rate and the small number of respondents, most research design experts and statisticians would advise against drawing conclusions and making decisions based on the feedback collected from the five advisory committee members.

Campus president, M. Lauck Walton, informed the team that Westwood College corporate is aware of this area of non-compliance being present at all of the campuses and is in the process of developing plans and a system for collecting the required graduate and employer satisfaction information. The collection of data and processing of responses to determine the results will be completed at the corporate level. Analysis of the findings will be done at the campus level.

- 4.60 Who is the person on staff responsible for the oversight of counseling students on employment opportunities, and what are this person's qualifications?

Mr. George Jefferson, director of career services, is responsible for the oversight of counseling students on employment opportunities at the campus. He holds both a bachelor's and a master's degree in Business Administration from Howard University in Washington, DC. Mr. Jefferson has been director of career services since June 2012. Prior to starting at Arlington Ballston campus, he worked for 20 years as a director of job placement and admissions at Omega School of Audio Engineering and as associate director of student life at Montgomery College.

- 4.61 Does the campus offer employment assistance to all students?
 Yes No Not Applicable (campus enrolls only international students on a student visa)

- 4.62 Does the campus use placement percentages or salary projections as part of its recruiting activities?
 Yes No

If *Yes*, explain:

Salary projections and placement percentages are discussed with students during their recruitment process.

If *Yes*, does the campus maintain the required data on its graduates and nongraduates?

Yes No

- 4.63 The beginning enrollment on the most current Campus Accountability Report (CAR) is 414
The ending enrollment reported on the previous year's CAR is 414
- 4.64 Was the team able to verify the retention rate for the campus and for each program as reported on the Campus Accountability Report (CAR) last submitted to the Council?
 Yes No Not Applicable
- 4.65 Are students who receive financial aid counseled concerning their student loan repayment obligations?
 Yes No Not Applicable (campus does not participate in financial aid)
- 4.66 Describe the process the campus utilizes to ensure that students are counseled concerning their student loan repayment obligations.
Students are required to access the web site "studentloans.gov" to complete surveys at least three times during their enrollment. First, they complete a survey at their advance meeting held during their entrance counseling. Second, they complete a survey at the "Ready Meeting" following the completion of their finance package. And they do a final survey during their exit interview where they are also provided with an exit packet containing information on loan repayment.
- 4.67 Describe the extracurricular activities of the campus (if applicable).
Campus extra-curricular activities include: Karaoke, BBQ's and poetry nights; and free AIDs testing provided by a third party. Students can also receive a \$25 grocery card for participation; a feast of sharing activity is conducted for Thanksgiving; and speedy bingo is played every day at lunch time in the student commons, winners receive a \$5 McDonalds' card; and perfect attendance award ceremonies are conducted twice a year. Winners are presented tickets to a high-profile concert. This award event has been conducted twice earning recipients tickets to the JayZ and Kanye West concerts.

5. EDUCATIONAL ACTIVITIES

- 5.01 Are the credentials awarded by the campus in compliance with its accreditation approval and in compliance with applicable state laws?
 Yes No
- 5.02 Who is assigned to oversee the educational activities of all programs at the campus, and what are this person's qualifications?
Ms. Dorothy Green, dean of academics, is assigned to oversee the educational activities of all programs at the Arlington Ballston campus. She holds a bachelor's degree in Art and Education from Eastern Washington University and a master's degree in Education from City University. Before assuming her current position, Ms. Green was the program chair for the school of design at the since January 2010. She holds a K-12 teaching certificate in the states of Washington and Florida. Ms. Green has been teaching Visual Communications and Video Game Design at the high school and postsecondary level since 1989.
- 5.03 Does this person have appropriate academic or experiential qualifications?
 Yes No
- 5.04 Describe how the campus makes provisions for program administrators to have sufficient authority and responsibility for the development and administration of the programs.
Program administrators have a job description that clearly identifies their authority and responsibility for development and administration of the programs. The job descriptions identify the chairs' authority in the areas of recommending for hiring, evaluation, and if necessary termination of faculty; curriculum revision; textbook selection; class scheduling; and internship placement, where appropriate. The program administrators' duties are identified as approximately 60% teaching and 40% administration.
- 5.05 Is the time devoted to the administration of the educational programs sufficient?
 Yes No
- 5.06 Is there a published policy on the responsibility and authority of faculty in academic governance?
 Yes No

- 5.07 Does the policy, at a minimum, address the role of the faculty in the following areas?
- (a) Development of the educational program.
 Yes No
- (b) Selection of course materials, instructional equipment and other educational resources.
 Yes No
- (c) Systematic evaluation and revision of the curriculum.
 Yes No
- (d) Assessment of student learning outcomes.
 Yes No
- (e) Planning for institutional effectiveness.
 Yes No
- 5.08 Is there evidence that this policy has been adopted and faculty members are aware of it?
 Yes No
- 5.09 Does the campus have any programs that require specialized programmatic accreditation to obtain entry-level employment or licensure by the state in which the campus is approved?
 Yes No (*Skip to question 5.11*)
- 5.11 Was the team able to verify the backup documentation to support the placement rate for the program(s) that hold specialized accreditation as reported on the last Campus Accountability Report submitted to the Council?
 Yes No Not Applicable
- 5.13 Are the educational programs consistent with the campus' mission and the needs of its students?
 Yes No
- 5.14 Do the formation of policies and the design of educational programs involve students, graduates, administrators, faculty, and other interested parties such as advisory committees?
 Yes No
- 5.15 What provisions are made for individual differences among students?
 Instructors use a variety of instructional delivery methods to better meet the individual differences among the students in their classes. Students who are having academic performance issues are reported to the appropriate program chair and the director of student support. These two individuals use a variety of interventions, including tutoring by a faculty member to working with individual students needing help. Additionally, students are able to request transfer credit for previous academic work and credit for CLEP exams passed with satisfactory grades and scores and to request the opportunity to be granted credit based on achieving a satisfactory score on proficiency exams available for various courses.
- 5.16 Describe the system in place to evaluate, revise, and make changes to the curriculum.
 Recommendations from students, staff, faculty, advisory committee members, or employers can start the process for a curriculum change. The curriculum is continually reviewed by the academic dean, program chairs, and faculty at the Arlington Ballston campus. Campus recommendations are forwarded to the corporate director of curriculum and curriculum review committees for each of the program areas. Curriculum revisions are made following final approval by corporate administration. Faculty members confirmed their participation in the curriculum review process and indicated they felt their input was considered and valued.
- 5.17 Does the faculty participate in this process?
 Yes No
- 5.18 Is credit appropriately converted in relation to total student contact hours in each class?
 Yes No

If No, insert the section number in parentheses, identify the courses, and explain:

(Section 3-1-516(a)(i)): There is not appropriate documentation to evidence the 10-hour lecture portion of the MED1299 Externship 6.5-credit course is accurately scheduled. The academic credit analysis indicates the course consists of 165 hours of externship training at externship sites in the community, which accounts for 5.5 of the total credits granted, and a 10-hour lecture component that accounts for

1 credit of lecture. The course syllabus states that there is a 10-hour lecture component to the course. The class schedule provided to the team during the visit shows MEDI299 Externship as a class scheduled to meet Tuesdays and Thursdays from 2:30-5:00 pm with Mr. Kulsoom Shaikh identified as the instructor and five students enrolled. It is not clear from the class schedule, the course syllabus, and interviews with the program chair exactly what students who are registered for the class do during this scheduled time of 300 minutes per week, a total of 2700 minutes for the nine weeks of the term. Students currently completing the externship program told the team that they do not meet anytime on campus for the externship class. The program chair stated that he only meets with the students when the students are having issues with their externship; however, there is no appropriate documentation of any of these meetings. Thus, the team was not provided evidence during the visit that students are meeting to satisfy the 10-hour, 1-credit lecture portion of the MEDI299 course.

- 5.19 If the campus awards academic credit to students who demonstrate subject competency based on academic, occupational, or personal experiences, is there an established systematic method for evaluating and awarding academic credit to which the campus adheres?
 Yes No Not Applicable (campus does not award such credit)
- If Yes, is there appropriate documentation of the assessments of knowledge, skills, or competencies required?
 Yes No
- 5.20 Are courses and breaks scheduled appropriately, given the students' academic background and the coursework involved?
 Yes No
- 5.21 Are the following appropriate to adequately support the number and nature of the general education courses? (*If only nondegree programs are offered with no general education courses, skip to 5.22*)
- (a) Facilities.
 Yes No
- (b) Instructional equipment.
 Yes No
- (c) Resources.
 Yes No
- (d) Personnel.
 Yes No
- 5.22 Does the campus provide an environment for its faculty that is conducive to effective classroom instruction?
 Yes No

- 5.23 Are the quantity and type of instructional materials and equipment proportionate to the size of the campus and types of programs?
 Yes No
- 5.24 Based on the team's observation of the instructional materials used, interviews with students and faculty, and a review of software licenses, is the campus in compliance with applicable licensing and copyright laws?
 Yes No
- 5.25 Are official transcripts for all qualifying credentials and for those credentials listed in the catalog on file for all instructors?
 Yes No
- 5.26 Have faculty transcripts from institutions not accredited by agencies recognized by the United States Department of Education been translated into English and evaluated by a member of the Association of International Credential Evaluators (AICE) or the National Association of Credential Evaluation Services (NACES) to determine the equivalency of the credentials to credentials awarded by institutions in the United States?
 Yes No Not Applicable (no faculty members hold foreign credentials)
- 5.27 Is there documented evidence of a systematic program of in-service training at the campus?
 Yes No

If *Yes*, how is this documented?

(Section 3-1-543): There is not satisfactory evidence in faculty files documenting completion of in-service trainings completed on campus for the following faculty members: Ms. Tamera Battle; Ms. Thalia Bishop; Ms. Erin Bode; Ms. Jeanine Chase Harris; Ms. Se Kim; Mr. Michael O'Connell; Mr. Larnique Oheehoa; Mr. Hector Sandoval; Mr. Michael Seltzer; Mr. Kulsoom Shakeh; Ms. Leah Wallace.

- 5.28 Is there evidence that appropriate faculty development plans have been developed and implemented annually, including documentation to support completed activities listed on the plans?
 Yes No

If *No* for missing documentation of implementation, insert the section number in parentheses, list faculty names, and explain:

(Section 3-1-543): There is not satisfactory documentation of professional growth activities for the following faculty members: Ms. Tamera Battle; Mr. Bernardo Darquea; Mr. Michael O'Connell; Ms. Sandyha Reddy; Mr. Hector Sandoval; Mr. Michael Seltzer; and Mr. Kulsoom Shakeh.

Initially there was a lack of documentation of professional growth activities for faculty members in addition to those listed above. However, during the visit, campus administration was able to provide appropriate documentation of professional growth activities for all faculty members except those listed above.

- 5.29 Is there evidence that full-time and part-time instructors participate in regularly scheduled faculty meetings?
 Yes No
- 5.30 Is there an adequate core of full- and/or part-time faculty to assure sound direction and continuity of development for the educational programs?
 Yes No
- 5.31 Does the institution utilize contracts and/or agreements with other institutions or entities?
 Yes No
- If *Yes*, do the contracts and/or agreements comply with all requirements of the applicable criterion?
 Yes No

Similar to other Westwood College campuses, this campus has a consortium agreement with the Westwood Online Division in Denver. The consortium agreement has been submitted to and approved by the Council.

- 5.34 Are instructors teaching general education courses assigned in keeping with the minimum requirements as stated in the *Accreditation*

Criteria? Yes No

5.35 Does the program include a minimum of 15 semester, 22.5 quarter hours, or their equivalent in general education courses?

 Yes No

5.36 Do the programs' general education courses meet Council standards in that the courses place emphasis on principles and theory not on practical applications associated with a particular occupation?

 Yes No

5.37 Are at least one-half of all courses that are part of each associate's degree program taught by faculty members who have graduate degrees, professional degrees, or bachelor's degrees plus professional certification?

 Yes No

5.38 Does the program include a minimum of 36 semester hours, 54 quarter hours, or their equivalent in general education courses?

 Yes No

5.39 Do the program's general education courses meet Council standards?

 Yes No

5.40 Are at least one-half of all lower-division subjects and all upper-division courses that are part of the bachelor's degree program taught by faculty members who have graduate degrees, professional degrees, or bachelor's degrees plus professional certification?

 Yes No**GENERAL COMMENTS:**

Overall, educational operations at the Westwood College Arlington Ballston campus are conducted in a comfortable environment that promotes and supports a positive atmosphere for learning and teaching. Faculty members are well qualified for their teaching assignments and are committed to their students. Students who were interviewed stated they are generally very positive about their instructors and informed the team they feel all of the instructors sincerely care about their personal and academic success. Students were also positive about their programs and members of the campus administration and staff with whom they have communicated.

COMMENDATIONS:

Program and campus administrators are commended for hiring and employing faculty and staff members who have very strong academic and experiential backgrounds related to their current positions.

6. EDUCATIONAL FACILITIES

6.01 Describe the physical facility of the campus (include details such as campus location, square footage, distribution of space, parking situation and any other pertinent information).

Westwood College Arlington Ballston conducts operations in approximately 39,600 square feet of leased space on four floors in a five-story building. As noted previously, the college operations were moved into the current facility in July 2011. The space in the facility was remodeled and built-out based on specifications established by the college to meet its educational and administrative needs. Educational activities are conducted in a total of 22 classrooms and computer labs as well as a recently remodeled learning commons (library) area. Computer labs are located throughout the building; there is a green screen shooting room with appropriate lighting for videotaping and photography to support the Design programs; and a newly designed and well-equipped lab and classroom are used for the Medical Assisting programs. The learning commons area as well as a student lounge are located on the third floor. Administrative space consists of offices and open modular areas located on all floors for campus management and staff. Given the location of the campus, there is only very limited on-street parking available in the vicinity of the campus. Therefore, almost all students use the Washington Metro as their means of transportation to campus.

6.02 Does the campus utilize any additional space locations?

 Yes No

6.03 Does the campus utilize campus additions?

Yes No

6.04 Are all facilities (including additional space and campus additions) appropriate for the size of the student population and the programs offered?

Yes No

6.05 Are the following appropriate to support the student population and the programs offered at all locations (including additional space and campus additions)?

(a) Equipment

Yes No

(b) Instructional tools

Yes No

(c) Machinery

Yes No

6.06 Is there evidence on file to show that all campus facilities are in compliance with fire, safety, and sanitation regulations?

Yes No Not Applicable

GENERAL COMMENTS:

The current campus facility provides ample instructional and administrative space appropriately organized and equipped to support the current number of students and programs being offered. All classrooms have modern furniture and audio-visual equipment such as ceiling-mounted projectors and computer workstations for instructors to support technology needs. Overall, the well-maintained physical facilities present a professional appearance and provide an environment that positively supports the learning, teaching, and administrative activities being conducted.

7. PUBLICATIONS

7.01 What catalog was used during the evaluation (please include the year, number, and volume if appropriate)?

The catalog reviewed onsite was the Westwood College 2013 Academic Catalog, volume 4, No. 2, Revised May 2013.

7.02 Does the self-study or additional location application part II accurately portray the campus?

Yes No

7.03 Does the campus publish a catalog that is appropriately printed and bound and available to all enrolled students?

Yes No

7.04 Does the catalog contain the following items?

(a) A table of contents and/or an index.

Yes No

(b) An indication of the year or years for which the catalog is effective on the front page or cover page.

Yes No

(c) The names and titles of the administrators.

Yes No

(d) A statement of legal control which includes the names of trustees, directors, and officers of the corporation.

Yes No

(e) A statement of accreditation

Yes No Not Applicable (initial applicant)

(f) A mission statement.

Yes No

(g) A listing of full-time faculty members which lists all qualifying credentials held along with the awarding institution and the area of teaching specialization.

Yes No

(h) An academic calendar.

Yes No

- (i) A full disclosure of the admission requirements.
 Yes No
- (j) A statement for each curriculum offered that includes a statement of objective or purpose; an accurate and complete listing of all courses in the curriculum with a unique identifying number and title, the credit or clock hours awarded; the total credit or clock hours required to complete the curriculum; any necessary requirements for certification, licensing, or registration needed to work in the field; and any additional requirements that must be met to complete the curriculum.
 Yes No
- (k) A description of each course offered that includes the identifying number, title, credit or clock hours awarded, a concise description of the course contents, and any necessary prerequisites.
 Yes No
- (l) An explanation of the grading system that is consistent with the one that appears on the student transcript.
 Yes No
- (m) A definition of the unit of credit.
 Yes No Not Applicable (The campus does not award credit)
- (n) A complete explanation of the standards of satisfactory academic progress.
 Yes No
- (o) A description of the certificates, diplomas, and/or degrees awarded along with a statement of the requirements necessary for completion of each.
 Yes No
- (p) The transfer of credit policy.
 Yes No
- (q) A statement of the tuition, fees, and any other charges.
 Yes No
- (r) A complete and accurate listing of all scholarships, grants, and/or loans offered.
 Yes No Not Applicable (no scholarships, grants, or loans offered)
- (s) The refund policy.
 Yes No
- (t) A statement describing the student services offered.
 Yes No
- (u) A student grievance policy that includes the name and address of ACICS (may be in the student handbook instead of catalog).
 Yes No Not Applicable (initial applicants only)

7.05 Does the campus offer degree programs?

- Yes No

If Yes, does the catalog contain the following?

- (a) An explanation of the course numbering system (for all levels).
 Yes No
- (b) Identification of courses that satisfy general education requirements (for occupational associate's, academic associate's, and bachelor's degrees only).
 Yes No
- (c) Identification of courses that satisfy the concentration requirements (for academic associate's and bachelor's degrees only).
 Yes No
- (d) Identification of courses that satisfy the upper-division (for bachelor's degrees only).
 Yes No

7.06 Does the campus offer courses and/or programs via distance education?

- Yes No (Skip to Question 7.07.)

If Yes, does the catalog contain the following?

- (a) A description of each mode of delivery used for distance education courses.
 Yes No
- (b) Any additional or different admissions requirements for students taking distance education courses.
 Yes No Not Applicable (there are no additional or different admissions requirements)
- (c) A description of any tests used to determine access to distance education.
 Yes No Not Applicable (no additional tests are given)

(d) A description of the resources and equipment the students must have to avail themselves of distance education instruction.

Yes No

(e) Costs and fees associated specifically with distance education.

Yes No Not Applicable (there are no additional costs and fees)

7.07 Does the catalog contain an addendum/supplement?

Yes No (Skip to Question 7.08.)

(a) Is the catalog updated at an appropriate interval (the addendum/supplement should not be used as a substitute for meeting this expectation)?

Yes No

(b) Does the addendum supplement include the school name, location, and effective date for the entire document (or for individual sections if effective dates vary)?

Yes No

(c) Do students receive a copy of the addendum/supplement with the catalog?

Yes No

7.08 Is the catalog available online?

Yes No (Skip to Question 7.09.)

If Yes, does it match the hard copy version?

Yes No

7.09 Does the campus utilize a multiple-school catalog?

Yes No (Skip to Question 7.10.)

If Yes, answer the following:

(a) Are all campuses using the same catalog of common ownership?

Yes No

(b) Are all photographs utilized properly labeled to identify the location depicted?

Yes No

(c) Are faculty and staff listings properly identified with respect to the campus to which they belong?

Yes No

7.10 Is all advertising and promotional literature, through any type of media (social media, website, newspapers, etc.), truthful and dignified?

Yes No

7.11 Is the correct name of the campus listed in all advertising, web postings and promotional literature?

Yes No

7.12 Where does the campus advertise (publications, online, etc.)?

The campus advertises using radio/television spots, print ads, brochures, and via the internet. Further, Westwood College utilizes social media sites such as Facebook, Twitter, YouTube, and LinkedIn.

Are all print and electronic advertisements under acceptable headings?

Yes No

7.13 Does the campus use endorsements, commendations, or recommendations in its advertising?

Yes No (Skip to Question 7.14.)

If Yes, is there evidence that prior written consent was obtained and that all representations are factual and portraying current conditions?

Yes No

7.14 Does the campus utilize services funded by third parties?

Yes No (Skip to Question 7.15.)

7.15 Does the campus avoid offering monetary incentives to attract students and avoid making guarantees for job placement or salary for graduates?

Yes No

7.16 Is the phrase “for those who qualify” properly referenced in all advertising that mentions financial aid?

Yes No Not Applicable (campus does not participate in financial aid)

7.17 What institutional performance information does the campus routinely provide to the public?

The campus routinely provides graduation, retention and placement rates on their Westwood College website.

Where is this information published and how frequently is this information being updated?

This information is available via a consumer information link on the Westwood College campus website and is updated annually.

8. LIBRARY, INSTRUCTIONAL RESOURCES, AND TECHNOLOGY

8.01 Does the campus develop an adequate base of library resources?

Yes No

8.02 Does the campus ensure access of library resources to all faculty and students, including students at nonmain campuses?

Yes No

8.03 Does the campus provide training and support to faculty and students in utilizing library resources as an integral part of the learning process?

Yes No

8.04 Are adequate staff provided to support the development, organization of the collection, and access of library resources?

Yes No

8.05 Describe how the campus develops continuous assessment strategies for resources and information services?

Every effort is made to meet the requests of students and faculty for library resources. In light of recent curriculum changes and program additions, materials that have become irrelevant or dated are being replaced by titles acquired to support the new programs. An effort has also been made to provide access to the library page in MyPath for all campus students. The MyPath library page is more robust, and the links are more stable than in WConnect which was previously used by the campus.

Are these methods appropriate?

Yes No

8.06 Is the library staff adequately trained to support the library?

Yes No

8.07 Is the campus' established annual budget appropriate to the size and scope of the campus and the programs offered, and is the allocation appropriately expended for the purchase of books, periodicals, library equipment, and other resource and reference materials?

Yes No

8.08 What is the amount of the current year's library budget excluding personnel allocations?

The current year's library budget is \$17,500

8.09 What portion of the current year's library budget has been spent and how has the money been allocated?

Of the \$17,500 budget amount, \$4,232 has been spent on periodicals and \$580 on electronic resources; plus, a total of \$6,380 is allocated for electronic resources for the current year.

8.10 Is there evidence that the faculty have major involvement in the selection of library resources?

Yes No

8.11 Are the library hours adequate to accommodate the needs of all students?

Yes No

8.12 Describe how the faculty inspire, motivate, and direct student usage of the library resources?

Students and faculty who were interviewed, as well as the librarian confirmed there are assignments requiring the use of resources available in the learning commons area for most courses. This was also confirmed during a review of syllabi and interviews with students and instructors.

Are these methods appropriate?

Yes No

8.13 Is the Dewey Decimal, Library of Congress, or other appropriate system of classification used to organize the library materials?

Yes No

8.14 Are records of physical and/or online resources and circulation accurate and up to date?

Yes No

8.15 If interlibrary agreements are in effect, are the provisions appropriate, do they ensure practical use and accessibility to the students, and is evidence of student use documented?

Yes No Not Applicable (no interlibrary agreements)

8.16 Describe any full-text online collections available to students.

Westwood College maintains a system-wide website that allows students, faculty, and other users to access the Surpass library catalog and the College's online database collection. The online database collection includes index and full-text access to thousands of periodicals, newspapers, newsletters, transcripts, legal materials, and statistical tables. The available databases include EBSCO's Academic Search Premier, Computer Source, Greenfile, LexisNexis Academic, Points of View Reference Center, Proquest Central, ProQuest Statistical, Britannica Online, e-Books on EBSCOhost, and STAT!Ref. In addition, users have access to Serials Solutions 360 Suite, which includes a power search of all library databases with links to full-text.

8.17 Are the library physical holdings and /or full-text online collections up to date and adequate for the size of the campus and the breadth of and enrollment in its educational programs?

Yes No

8.18 Does the library collection include holdings in the humanities, arts, social sciences, and sciences, including mathematics?

Yes No

8.19 Who is the on-site librarian, what are this person's qualifications, and what are his or her hours on-site?

Mr. Mark Herro is the on-site librarian. He holds a bachelor's degree in Business Administration and a master's degree in Library and Information Science from the University of South Carolina. He has a provisional professional librarian certificate for the State of South Carolina, and has been in his current position since January 2010. Previously, he worked at the University of South Carolina library system for approximately 10 years.

Does this individual:

(a) Supervise and manage the library and instructional resources?

Yes No

(b) Facilitate the integration of instructional resources into all phases of the campus's curricular and educational offerings?

Yes No

(c) Assist students in the use of instructional resources?

Yes No

8.20 Are all individuals who supervise the library and assist students with library functions well-trained and competent in both using and aiding in the use of the library technologies and resources?

Yes No

The team reviewed a well-organized library handbook that includes a description of the training program for the library assistant, student workers, tutors, and the Friday administrator of the learning commons area.

- 8.21 Have library staff transcripts from campuses not accredited by agencies recognized by the United States Department of Education been translated into English and evaluated by a member of the National Association of Credential Evaluation Services (NACES) or the Association of International Credential Evaluators (AICE) to determine the equivalency of the degrees to degrees awarded by campuses in the United States?
 Yes No Not Applicable (staff do not hold foreign credentials)

- 8.22 Is documentation on file to reflect the librarian's participation in professional growth activities?
 Yes No

- 8.23 Are the hours the library is open adequate to accommodate the needs of all students?
 Yes No

According to information posted in the area, the learning commons is open 8:00 AM - 8:00 PM, Monday-Thursday, and 8:00 AM-5:00 PM on Friday.

- 8.24 Does the library make available appropriate reference, research, and information resources to provide basic support for curricular and educational offerings and to enhance student learning?
 Yes No

- 8.25 Are appropriate reference materials and periodicals available for all programs offered?
 Yes No

- 8.26 Are the instructional resources organized for easy access, usage, and preservation?
 Yes No

- 8.27 Is there a current inventory of instructional resources?
 Yes No

- 8.28 Does the campus have appropriate and sufficient instructional resources, equipment, and materials to meet its educational program objectives and the needs of its students?
 Yes No

GENERAL COMMENTS:

The Arlington campus is fortunate to have Mr. Herro managing the learning commons area. He has a strong academic and experiential background for his current position. His passion for assisting students to be successful in using library resources is apparent when talking to him. Faculty and students confirm that Mr. Herro is committed to developing campus library resources and has done a good job of conducting activities that encourage and facilitate use of the on-site and online resources.

9. PROGRAM EVALUATION

Academic Associate's Degree in Business Administration

Bachelor's Degree in Business Administration: Accounting

Bachelor's Degree in Business Administration: Healthcare Management

Bachelor's Degree in Business Administration: Management

Bachelor's Degree in Business Administration: Marketing Management

- 9.01 Is licensure, certification or registration required to practice in the specific career field?
 Yes No (*Skip to question 9.02*)

- 9.02 Who is assigned to administer the academic program(s), and what are this person's qualifications?

Mr. Kevin Barker, program chair of the school of business, has been assigned to administer the five business programs and the two Construction Management programs since August 2011. He holds a bachelor's degree in Sociology from William Jewell College and a master's degree in School Administration from Grace College. He is certified as a Lead Certified Renovator from the LEADTEC Services, Inc., and has over 18 years of professional business and construction management experience with the Levine Group and Cook Brother's Inc. as a production manager and as co-owner of CBS Homes, Inc. where he served as president. In addition, he has over 11 years of experience in education as an instructor and administrator.

- 9.03 Does this individual possess appropriate academic or experiential qualifications?
 Yes No
- 9.04 Is there evidence that the program administrator has sufficient authority and responsibility for the development and administration of the educational program(s)?
 Yes No
- 9.05 Are the time and resources devoted to the administration of the educational program(s) sufficient?
 Yes No
- 9.06 Does the program meet the needs of its students and the requirements of the Council, as shown by student achievement outcomes which meet or exceed- the standards for the following areas:
 (a) Student retention rate of 62%?
 Yes No Not Applicable (Additional Location Inclusion only)
 (b) Student placement rate of 58%?
 Yes No Not Applicable (Additional Location Inclusion only)

The retention rate for the bachelor's degree program in Business Administration: Management is 61.1% as reported on the 2012 CAR.

If *No* for either item does the Campus Effectiveness Plan (CEP) include data, analysis and activities to meet or exceed the relevant standard?

Yes No Not Applicable (Additional location only)

The CEP includes an appropriate program improvement plan for the bachelor's degree in Business Administration: Management.

- 9.07 List the community resources and describe how they are utilized to enrich the program(s).
 The team reviewed documentation for program advisory committee (PAC) meetings and field trips which verify the community resources being utilized to enrich the business program being offered. The most recent PAC meeting was held on May 22, 2013. The committee is comprised of various business professionals from various local organizations. Documentation of two field trips for Business Administration students was also reviewed. On August 31, a class visited a journalism museum that focused on ethics and electronic media, and on September 1 there was a field trip to a marketing and communications company that demonstrated various types of media and communications used in the marketing industry.
- 9.08 Is the utilization of community resources sufficient to enrich the program?
 Yes No
- 9.09 Does the curriculum evidence a well-organized sequence of appropriate subjects leading to an occupational objective, an academic credential, or both?
 Yes No
- 9.10 Does the catalog and/or other advertising material such as brochures and web site, accurately describe the program and its objectives?
 Yes No
- 9.11 For programs that include practica, externships, or internships, does the institution have a written and mutually signed agreement that outlines the arrangement between the institution and the practicum site, including specific learning objectives, course requirements, and evaluation criteria?
 Yes No Not Applicable (these elements are not part of the program *or* no student is at the point of needing them)
- 9.12 Does the program use independent studies?
 Yes No (*Skip to question 9.14*)

- 9.13 Are independent studies used appropriately, and is there a contract signed by the student and the institution that meets Council standards?
 Yes No
- 9.14 Are the curriculum and length of the program appropriate to meet the educational and placement objectives of the program?
 Yes No
- 9.15 Are course prerequisites appropriate, are they identified in the catalog and on the course syllabi, and are they being followed?
 Yes No
- 9.16 Is an appropriately detailed syllabus on file for each course that includes:
- (a) Title and course descriptions
 Yes No
 - (b) Course numbers
 Yes No
 - (c) Course prerequisites and/or corequisites
 Yes No
 - (d) Instructional contact hours/credits
 Yes No
 - (e) Learning objectives
 Yes No
 - (f) Instructional materials and references
 Yes No
 - (g) Topical outline of the course
 Yes No
 - (h) Instructional methods
 Yes No
 - (i) Assessment criteria
 Yes No
 - (j) Method of evaluating students
 Yes No
 - (k) Date the syllabus was last reviewed
 Yes No
- For Title IV participant campuses that have lecture courses in credit hour programs or clock-to-credit hour programs only:***
- (l) Out-of-class work assignments that support the learning objectives for the course
 Yes No Not Applicable (Additional Location Inclusion)
 - (m) A description of the minimum amount of time a student is expected to spend on completion of the work assignments
 Yes No Not Applicable (Additional Location Inclusion)
- 9.17 Do students confirm that they receive a course syllabus and that it is followed?
 Yes No
- 9.18 Are the courses available when needed by the student in the normal pursuit of a program of study?
 Yes No
- 9.19 Was the team able to verify the backup documentation to support the placement rate for the program(s) as reported on the last Campus Accountability Report submitted to the Council?
 Yes No Not Applicable (there have been no graduates)

There were no graduates from the associate's degree in Business Management program as reported on the 2012 CAR.

How many calls to employers or graduates were attempted?

Bachelor's degree programs in Business Administration: 2

How many calls to employers or graduates were successful?

Bachelor's degree programs in Business Administration: 1

How many of the successful contacts confirmed the employment of the graduate as reported on the CAR? Please explain any discrepancy between the number of successful contacts and confirmations.

Bachelor's degree programs in Business Administration: 1

9.20 Was documentation on file to verify graduates classified on the CAR as "not available for placement"?
 Yes No Not Applicable

9.21 Does the campus participate in Title IV financial aid?
 Yes No (*Skip to question 9.24*)

9.22 Does the campus' written procedures (as evidenced by their academic credit analysis) support the written policy and definition of a credit hour as defined by the U.S. Department of Education for Title IV funding?
 Yes No Not Applicable (Clock hour programs only)

9.23 Is there evidence that out-of-class work or the equivalency is being evaluated?
 Yes No Not Applicable (Clock hour programs only)

If Yes, briefly describe the documentation of evaluation viewed on site.

Samples of graded homework assignments were provided to the team for review, and program instructors demonstrated an automated grade book that tracks a student's progress through the courses' learning outcomes that include data recorded for homework assignments, projects, tests and other assessments.

9.24 Are the following appropriate to adequately support the number and nature of the program?

(a) Facilities.

Yes No

(b) Instructional equipment.

Yes No

(c) Resources.

Yes No

(d) Personnel.

Yes No

9.25 Are the following elements appropriately incorporated into the instructional components of the program?

(a) Systematic planning.

Yes No

(b) Well-defined instructional objectives.

Yes No

(c) The selection and use of appropriate and current learning materials.

Yes No

(d) Appropriate modes of instructional delivery.

Yes No

(e) The use of appropriate assessment strategies.

Yes No

(f) The use of appropriate experiences.

Yes No

9.27 Do the faculty members' qualifications meet the minimum requirements outlined in the *Accreditation Criteria*, and are their qualifications academically and experientially appropriate to the subject matter they teach and the level of the credential awarded?

Yes No

9.28 Is the size of the faculty appropriate to the total student enrollment?

Yes No

- 9.29 Is an adequate core of full- and part-time faculty employed to ensure sound direction and continuity of development for the program?
 Yes No
- 9.30 Are teaching loads reasonable?
 Yes No
- 9.38 Is the number of hours required to complete the program at least 60 semester hours, 90 quarter hours, or their equivalent, earned over a period of four semesters, six quarters, or the equivalent?
 Yes No
- 9.39 Is there a minimum of 30 semester hours, 45 quarter hours, or their equivalent in courses within the area of concentration?
 Yes No
- 9.40 Does the curriculum quantitatively and qualitatively approximate the standards at other collegiate institutions offering the same degree?
 Yes No
- 9.41 Is enrollment in the second academic year of the two-year program sufficient to support regularly scheduled classes?
 Yes No Not Applicable (no students in the second year)
- 9.42 Are the second-year courses based upon appropriate first-year prerequisites?
 Yes No Not applicable
- 9.43 Is the number of hours required to complete the program at least 120 semester hours, 180 quarter hours, or their equivalent, earned over a period of eight semesters, 12 quarters, or the equivalent?
 Yes No
- 9.44 Is there a minimum of 60 semester hours, 90 quarter hours, or their equivalent in courses within the area of concentration?
 Yes No
- 9.45 If the institution offers only the last two years of the bachelor's degree program, do the catalog and all advertising materials clearly describe the requirements for admission?
 Yes No Not Applicable (institution offers all four years of the degree)
- 9.46 Does the curriculum quantitatively and qualitatively approximate the standards at other collegiate institutions offering the same degree?
 Yes No
- 9.47 Is enrollment in the third and fourth years of the bachelor's program sufficient to support regularly scheduled classes and laboratory work?
 Yes No Not Applicable (no students in the third and fourth years)
- 9.48 Are the third- and fourth-year courses based upon appropriate prerequisites?
 Yes No

GENERAL COMMENTS:

During interviews, students generally expressed appreciation for their instructors and their willingness to help students understand concepts, learn skills, and achieve learning outcomes in classes.

COMMENDATIONS:

The team commends the campus on its very professional and accommodating staff, committed faculty, clean and inviting study areas, exceptional library and learning resources, and the overall academic environment and dedication to student success.

9. PROGRAM EVALUATION

Academic Associate's Degree in Construction Management Bachelor's of Science Degree in Construction Management

- 9.01 Is licensure, certification or registration required to practice in the specific career field?
 Yes No (*Skip to question 9.02*)
- 9.02 Who is assigned to administer the academic program(s), and what are this person's qualifications?
 As stated in the previous section, Mr. Kevin Barker, program chair for the school of business, is assigned to administer the two Construction Management programs. He has been the program chair since August 2011. He holds a bachelor's degree in Sociology from William Jewell College, a master's degree in School Administration from Grace College, and is certified as a Lead Certified Renovator from the LEADTEC Services, Inc. Mr. Barker has over 18 years of professional business and construction management experience as a production manager and co-owner of CBS Homes, Inc., where he served as president. He also has over 11 years of experience as an instructor and administrator.
- 9.03 Does this individual possess appropriate academic or experiential qualifications?
 Yes No
- 9.04 Is there evidence that the program administrator has sufficient authority and responsibility for the development and administration of the educational program(s)?
 Yes No
- 9.05 Are the time and resources devoted to the administration of the educational program(s) sufficient?
 Yes No
- 9.06 Does the program meet the needs of its students and the requirements of the Council, as shown by student achievement outcomes which meet or exceed- the standards for the following areas:
 (a) Student retention rate of 62%?
 Yes No Not Applicable (Additional Location Inclusion only)
 (b) Student placement rate of 58%?
 Yes No Not Applicable (Additional Location Inclusion only)
- The bachelor's degree program in Construction Management exceeded the standards for retention and placement for the 2012 CAR period. There is no enrollment in the associate's degree program as reported on the 2012 CAR.
- 9.07 List the community resources and describe how they are utilized to enrich the program(s).
 The Construction Management programs are enriched by utilizing a program advisory committee (PAC), field trips, and guest speakers. These activities are used to gain insight from professionals doing business in the field and to ensure students are learning the necessary skills and knowledge to compete for jobs in the local market.
- 9.08 Is the utilization of community resources sufficient to enrich the program?
 Yes No
- 9.09 Does the curriculum evidence a well-organized sequence of appropriate subjects leading to an occupational objective, an academic credential, or both?
 Yes No
- 9.10 Does the catalog and/or other advertising material such as brochures and web site, accurately describe the program and its objectives?
 Yes No
- 9.11 For programs that include practica, externships, or internships, does the institution have a written and mutually signed agreement that outlines the arrangement between the institution and the practicum site, including specific learning objectives, course requirements, and evaluation criteria?

- Yes No Not Applicable (these elements are not part of the program *or* no student is at the point of needing them)
- 9.12 Does the program use independent studies?
 Yes No (*Skip to question 9.14*)
- 9.13 Are independent studies used appropriately, and is there a contract signed by the student and the institution that meets Council standards?
 Yes No
- 9.14 Are the curriculum and length of the program appropriate to meet the educational and placement objectives of the program?
 Yes No
- 9.15 Are course prerequisites appropriate, are they identified in the catalog and on the course syllabi, and are they being followed?
 Yes No
- 9.16 Is an appropriately detailed syllabus on file for each course that includes:
- (a) Title and course descriptions
 Yes No
- (b) Course numbers
 Yes No
- (c) Course prerequisites and/or corequisites
 Yes No
- (d) Instructional contact hours/credits
 Yes No
- (e) Learning objectives
 Yes No
- (f) Instructional materials and references
 Yes No
- (g) Topical outline of the course
 Yes No
- (h) Instructional methods
 Yes No
- (i) Assessment criteria
 Yes No
- (j) Method of evaluating students
 Yes No
- (k) Date the syllabus was last reviewed
 Yes No
- For Title IV participant campuses that have lecture courses in credit hour programs or clock-to-credit hour programs only:***
- (l) Out-of-class work assignments that support the learning objectives for the course
 Yes No Not Applicable (Additional Location Inclusion)
- (m) A description of the minimum amount of time a student is expected to spend on completion of the work assignments
 Yes No Not Applicable (Additional Location Inclusion)
- 9.17 Do students confirm that they receive a course syllabus and that it is followed?
 Yes No
- 9.18 Are the courses available when needed by the student in the normal pursuit of a program of study?
 Yes No
- 9.19 Was the team able to verify the backup documentation to support the placement rate for the program(s) as reported on the last Campus Accountability Report submitted to the Council?
 Yes No Not Applicable (there have been no graduates)

As noted in item 9.06 above, there are no enrollments in the associate's degree in the Construction Management program as reported on the 2012 CAR.

How many calls to employers or graduates were attempted?

Bachelor's degree in Construction Management: 5

How many calls to employers or graduates were successful?

Bachelor's degree in Construction Management: 4

How many of the successful contacts confirmed the employment of the graduate as reported on the CAR? Please explain any discrepancy between the number of successful contacts and confirmations.

Bachelor's degree in Construction Management: 4

9.20 Was documentation on file to verify graduates classified on the CAR as "not available for placement"?
 Yes No Not Applicable

9.21 Does the campus participate in Title IV financial aid?
 Yes No (Skip to question 9.24)

9.22 Does the campus' written procedures (as evidenced by their academic credit analysis) support the written policy and definition of a credit hour as defined by the U.S. Department of Education for Title IV funding?
 Yes No Not Applicable (Clock hour programs only)

9.23 Is there evidence that out-of-class work or the equivalency is being evaluated?
 Yes No Not Applicable (Clock hour programs only)

If Yes, briefly describe the documentation of evaluation viewed on site.

The team reviewed syllabi and, during visits to classes, reviewed current homework that students had completed and submitted, and the instructor had graded in accordance with the requirements defined on the syllabi.

9.24 Are the following appropriate to adequately support the number and nature of the program?

- (a) Facilities.
 Yes No
- (b) Instructional equipment.
 Yes No
- (c) Resources.
 Yes No
- (d) Personnel.
 Yes No

9.25 Are the following elements appropriately incorporated into the instructional components of the program?

- (a) Systematic planning.
 Yes No
- (b) Well-defined instructional objectives.
 Yes No
- (c) The selection and use of appropriate and current learning materials.
 Yes No
- (d) Appropriate modes of instructional delivery.
 Yes No
- (e) The use of appropriate assessment strategies.
 Yes No
- (f) The use of appropriate experiences.
 Yes No

9.27 Do the faculty members' qualifications meet the minimum requirements outlined in the *Accreditation Criteria*, and are their qualifications academically and experientially appropriate to the subject matter they teach and the level of the credential awarded?

- Yes No
- 9.28 Is the size of the faculty appropriate to the total student enrollment?
 Yes No
- 9.29 Is an adequate core of full- and part-time faculty employed to ensure sound direction and continuity of development for the program?
 Yes No
- 9.30 Are teaching loads reasonable?
 Yes No
- 9.38 Is the number of hours required to complete the program at least 60 semester hours, 90 quarter hours, or their equivalent, earned over a period of four semesters, six quarters, or the equivalent?
 Yes No
- 9.39 Is there a minimum of 30 semester hours, 45 quarter hours, or their equivalent in courses within the area of concentration?
 Yes No
- 9.40 Does the curriculum quantitatively and qualitatively approximate the standards at other collegiate institutions offering the same degree?
 Yes No
- 9.41 Is enrollment in the second academic year of the two-year program sufficient to support regularly scheduled classes?
 Yes No Not Applicable (no students in the second year)
- 9.42 Are the second-year courses based upon appropriate first-year prerequisites?
 Yes No Not applicable
- 9.43 Is the number of hours required to complete the program at least 120 semester hours, 180 quarter hours, or their equivalent, earned over a period of eight semesters, 12 quarters, or the equivalent?
 Yes No
- 9.44 Is there a minimum of 60 semester hours, 90 quarter hours, or their equivalent in courses within the area of concentration?
 Yes No
- 9.45 If the institution offers only the last two years of the bachelor's degree program, do the catalog and all advertising materials clearly describe the requirements for admission?
 Yes No Not Applicable (institution offers all four years of the degree)
- 9.46 Does the curriculum quantitatively and qualitatively approximate the standards at other collegiate institutions offering the same degree?
 Yes No
- 9.47 Is enrollment in the third and fourth years of the bachelor's program sufficient to support regularly scheduled classes and laboratory work?
 Yes No Not Applicable (no students in the third and fourth years)
- 9.48 Are the third- and fourth-year courses based upon appropriate prerequisites?
 Yes No

GENERAL COMMENTS:

The Construction Management programs offered at the Arlington Ballston campus are well conceived, directed, and taught.

COMMENDATIONS:

This is a well run campus with competent and caring faculty, administration and staff all dedicated to the single goal of student success. Students who were interviewed stated they are pleased with the education they are receiving and feel they are acquiring the necessary skills to be competitive in the global market place.

9. PROGRAM EVALUATION

Academic Associate's Degree in Criminal Justice

Bachelor's Degree in Criminal Justice

Bachelor's Degree in Criminal Justice: Major in Administration

Bachelor's Degree in Criminal Justice: Major in Investigation

9.01 Is licensure, certification or registration required to practice in the specific career field?

Yes No (Skip to question 9.02)

9.02 Who is assigned to administer the academic program(s), and what are this person's qualifications?

Mr. Leroy Hendrix, program chair for the school of criminal justice, is assigned to administer the four programs. He holds a bachelor's degree in Occupational Education from Southern Illinois University, a master's degree in Management from John Hopkins University, and membership in the following professional organizations: National Polygraph Association; Law Enforcement Technicians; Association of Re-Entry Professionals; and National Organization of Blacks in Law Enforcement. Mr. Hendrix transferred to the Arlington Ballston campus from the Westwood campus in Los Angeles in June 2013 to become the Criminal Justice program chair. Prior to starting at Westwood College, he retired from the United States Secret Service as an agent. Mr. Hendrix leads and is supported in his program chair position by two full-time instructors and four adjunct instructors.

9.03 Does this individual possess appropriate academic or experiential qualifications?

Yes No

9.04 Is there evidence that the program administrator has sufficient authority and responsibility for the development and administration of the educational program(s)?

Yes No

9.05 Are the time and resources devoted to the administration of the educational program(s) sufficient?

Yes No

9.06 Does the program meet the needs of its students and the requirements of the Council, as shown by student achievement outcomes which meet or exceed- the standards for the following areas:

(a) Student retention rate of 62%?

Yes No Not Applicable (Additional Location Inclusion only)

(b) Student placement rate of 58%?

Yes No Not Applicable (Additional Location Inclusion only)

The bachelor's degree programs in Criminal Justice exceeded the retention and placement standards for the 2012 CAR period. There is no enrollment in the associate's degree program as reported on the 2012 CAR.

9.07 List the community resources and describe how they are utilized to enrich the program(s).

The Criminal Justice programs are enriched by several different types of community resources such as a program advisory committee, field trips, guest speakers, and participation in community events. The team reviewed program advisory committee meeting minutes for May 2013 and May 2012. The field trips consisted of visits to Upper Malboro Courthouse, the Crime and Punishment Museum, the Drug Enforcement Museum, and a tour of the Holocaust Museum. Guest speakers provided presentations on topics such as "Police Education in What Works: From United States to the United Kingdom," "Doorways for Women and Families-Domestic Violence," Alcohol, Tobacco, and Firearms Presentations on "Women in Criminal Justice," and "Drugs and Narcotics." Students enrolled in the Criminal Justice programs also participated in the following community events: Cardiopulmonary Resuscitation (CPR) training, a Blood Drive, and a Help Fight Hunger program. Some students also participated in Certified Emergency Response Team Training and then were available for emergencies. The team was provided appropriate documentation to verify all of the activities.

9.08 Is the utilization of community resources sufficient to enrich the program?

Yes No

9.09 Does the curriculum evidence a well-organized sequence of appropriate subjects leading to an occupational objective, an academic credential, or both?

Yes No

9.10 Does the catalog and/or other advertising material such as brochures and web site, accurately describe the program and its objectives?

Yes No

9.11 For programs that include practica, externships, or internships, does the institution have a written and mutually signed agreement that outlines the arrangement between the institution and the practicum site, including specific learning objectives, course requirements, and evaluation criteria?

Yes No Not Applicable (these elements are not part of the program *or* no student is at the point of needing them)

9.12 Does the program use independent studies?

Yes No (*Skip to question 9.14*)

9.14 Are the curriculum and length of the program appropriate to meet the educational and placement objectives of the program?

Yes No

9.15 Are course prerequisites appropriate, are they identified in the catalog and on the course syllabi, and are they being followed?

Yes No

9.16 Is an appropriately detailed syllabus on file for each course that includes:

(a) Title and course descriptions

Yes No

(b) Course numbers

Yes No

(c) Course prerequisites and/or corequisites

Yes No

(d) Instructional contact hours/credits

Yes No

(e) Learning objectives

Yes No

(f) Instructional materials and references

Yes No

(g) Topical outline of the course

Yes No

(h) Instructional methods

Yes No

(i) Assessment criteria

Yes No

(j) Method of evaluating students

Yes No

(k) Date the syllabus was last reviewed

Yes No

For Title IV participant campuses that have lecture courses in credit hour programs or clock-to-credit hour programs only:

(l) Out-of-class work assignments that support the learning objectives for the course

Yes No Not Applicable (Additional Location Inclusion)

(m) A description of the minimum amount of time a student is expected to spend on completion of the work assignments

Yes No Not Applicable (Additional Location Inclusion)

9.17 Do students confirm that they receive a course syllabus and that it is followed?

Yes No

9.18 Are the courses available when needed by the student in the normal pursuit of a program of study?

Yes No

9.19 Was the team able to verify the backup documentation to support the placement rate for the program(s) as reported on the last Campus Accountability Report submitted to the Council?

Yes No Not Applicable (there have been no graduates)

How many calls to employers or graduates were attempted?

Associate's degree in Criminal Justice: No graduates; first graduates in March 2014

Bachelor's degree in Criminal Justice: Administration: No graduates; first graduates in March 2014

Bachelor's degree in Criminal Justice: Investigations: No graduates; first graduates March 2014

Bachelor's degree in Criminal Justice: 5

How many calls to employers or graduates were successful?

Bachelor's degree in Criminal Justice: 3

How many of the successful contacts confirmed the employment of the graduate as reported on the CAR? Please explain any discrepancy between the number of successful contacts and confirmations.

All of the calls where contact was made confirmed the employment of the graduates as reported on the 2012 CAR.

9.20 Was documentation on file to verify graduates classified on the CAR as "not available for placement"?

Yes No Not Applicable

9.21 Does the campus participate in Title IV financial aid?

Yes No (*Skip to question 9.24*)

9.22 Does the campus' written procedures (as evidenced by their academic credit analysis) support the written policy and definition of a credit hour as defined by the U.S. Department of Education for Title IV funding?

Yes No Not Applicable (Clock hour programs only)

9.23 Is there evidence that out-of-class work or the equivalency is being evaluated?

Yes No Not Applicable (Clock hour programs only)

If *Yes*, briefly describe the documentation of evaluation viewed on site.

The team interviewed students and faculty and reviewed course syllabi to verify out-of-class work is assigned to students. Faculty provided the team with homework assignments submitted by students that had been graded, and students who were interviewed provided access to their homework assignments and graded homework.

9.24 Are the following appropriate to adequately support the number and nature of the program?

(a) Facilities.

Yes No

(b) Instructional equipment.

Yes No

(c) Resources.

Yes No

(d) Personnel.

Yes No

9.25 Are the following elements appropriately incorporated into the instructional components of the program?

(a) Systematic planning.

Yes No

(b) Well-defined instructional objectives.

Yes No

(c) The selection and use of appropriate and current learning materials.

Yes No

(d) Appropriate modes of instructional delivery.

Yes No

(e) The use of appropriate assessment strategies.

Yes No

(f) The use of appropriate experiences.

Yes No

- 9.27 Do the faculty members' qualifications meet the minimum requirements outlined in the *Accreditation Criteria*, and are their qualifications academically and experientially appropriate to the subject matter they teach and the level of the credential awarded?
 Yes No
- 9.28 Is the size of the faculty appropriate to the total student enrollment?
 Yes No
- 9.29 Is an adequate core of full- and part-time faculty employed to ensure sound direction and continuity of development for the program?
 Yes No
- 9.30 Are teaching loads reasonable?
 Yes No
- 9.38 Is the number of hours required to complete the program at least 60 semester hours, 90 quarter hours, or their equivalent, earned over a period of four semesters, six quarters, or the equivalent?
 Yes No
- 9.39 Is there a minimum of 30 semester hours, 45 quarter hours, or their equivalent in courses within the area of concentration?
 Yes No
- 9.40 Does the curriculum quantitatively and qualitatively approximate the standards at other collegiate institutions offering the same degree?
 Yes No
- 9.41 Is enrollment in the second academic year of the two-year program sufficient to support regularly scheduled classes?
 Yes No Not Applicable (no students in the second year)
- 9.42 Are the second-year courses based upon appropriate first-year prerequisites?
 Yes No Not applicable
- 9.43 Is the number of hours required to complete the program at least 120 semester hours, 180 quarter hours, or their equivalent, earned over a period of eight semesters, 12 quarters, or the equivalent?
 Yes No
- 9.44 Is there a minimum of 60 semester hours, 90 quarter hours, or their equivalent in courses within the area of concentration?
 Yes No
- 9.45 If the institution offers only the last two years of the bachelor's degree program, do the catalog and all advertising materials clearly describe the requirements for admission?
 Yes No Not Applicable (institution offers all four years of the degree)
- 9.46 Does the curriculum quantitatively and qualitatively approximate the standards at other collegiate institutions offering the same degree?
 Yes No
- 9.47 Is enrollment in the third and fourth years of the bachelor's program sufficient to support regularly scheduled classes and laboratory work?
 Yes No Not Applicable (no students in the third and fourth years)

9.48 Are the third- and fourth-year courses based upon appropriate prerequisites?

Yes No

GENERAL COMMENTS:

Students interviewed by the team acknowledged and expressed their appreciation for the support provided by the faculty, program chair, staff from various support units they have worked with, and the campus administration.

COMMENDATIONS:

The team commends and compliments the campus for providing a mock courtroom to enhance the learning experience for students in the Criminal Justice programs.

9. PROGRAM EVALUATION

Academic Associate's Degree in Graphic Design

Bachelor's Degree in Animation

Bachelor's Degree in Game Art

Bachelor's Degree in Visual Communications

9.01 Is licensure, certification or registration required to practice in the specific career field?

Yes No (*Skip to question 9.02*)

9.02 Who is assigned to administer the academic program(s), and what are this person's qualifications?

Mr. Josh Haycraft, school of design program chair, administers all four programs. He holds a bachelor's degree in Industrial Design from the University of Wisconsin - Stout, and a master's degree in Multimedia Art from Maryland Institute College of Art. Mr. Haycraft came to the Arlington Ballston as an adjunct instructor in Graphic Design in January 2010 and assumed his current position in August 2013. In addition to his role as program chair, he also teaches approximately 12 hours per week. Prior to starting at the Arlington Ballston campus, Mr. Haycraft was employed as a designer for Brandow Creative design company and for Meteor Milk as a designer of motion graphics and graphic design. He currently freelances as a designer, painter and sculptor. As a design professional, Mr. Haycraft holds membership in the DC Advertising Club.

9.03 Does this individual possess appropriate academic or experiential qualifications?

Yes No

9.04 Is there evidence that the program administrator has sufficient authority and responsibility for the development and administration of the educational program(s)?

Yes No

9.05 Are the time and resources devoted to the administration of the educational program(s) sufficient?

Yes No

9.06 Does the program meet the needs of its students and the requirements of the Council, as shown by student achievement outcomes which meet or exceed- the standards for the following areas:

(a) Student retention rate of 62%?

Yes No Not Applicable (Additional Location Inclusion only)

The 2012 CAR reported a retention rate of 55.6% for the associate's degree program in Graphic Design.

(b) Student placement rate of 58%?

Yes No Not Applicable (Additional Location Inclusion only)

The 2012 CAR reported placement rates below the 58% standard for all three of the bachelor's degree programs in the school of graphic design. However, there were fewer than 10 graduates from each of the programs; therefore, no program improvement plans for placement in these programs are required.

If *No* for either item does the Campus Effectiveness Plan (CEP) include data, analysis and activities to meet or exceed the relevant standard?

Yes No Not Applicable (Additional location only)

An appropriate plan for improving the retention rate in the associate's degree program in Graphic Design is included in the current CEP.

9.07 List the community resources and describe how they are utilized to enrich the program(s).

The Washington, DC area has a very wide range of community resource opportunities based on its unique blend of political, educational, corporate and creative venues that make up the area's demography. Students have access to field trips to design studios, museums and various individuals with international affiliations. Guest speakers come to the campus and give students insight on the professional world of design and visual communications. Students are encouraged to join the DC Ad Club which has a special student participation membership. The Arlington Chamber of Commerce is invited to visit the campus for mixers to view student work, including the graphic design projects displayed on the walls of the hall ways as well as a continuous looping video showing current students' production work.

9.08 Is the utilization of community resources sufficient to enrich the program?

Yes No

9.09 Does the curriculum evidence a well-organized sequence of appropriate subjects leading to an occupational objective, an academic credential, or both?

Yes No

9.10 Does the catalog and/or other advertising material such as brochures and web site, accurately describe the program and its objectives?

Yes No

9.11 For programs that include practica, externships, or internships, does the institution have a written and mutually signed agreement that outlines the arrangement between the institution and the practicum site, including specific learning objectives, course requirements, and evaluation criteria?

Yes No Not Applicable (these elements are not part of the program *or* no student is at the point of needing them)

9.12 Does the program use independent studies?

Yes No (*Skip to question 9.14*)

9.14 Are the curriculum and length of the program appropriate to meet the educational and placement objectives of the program?

Yes No

9.15 Are course prerequisites appropriate, are they identified in the catalog and on the course syllabi, and are they being followed?

Yes No

9.16 Is an appropriately detailed syllabus on file for each course that includes:

(a) Title and course descriptions

Yes No

(b) Course numbers

Yes No

(c) Course prerequisites and/or corequisites

Yes No

(d) Instructional contact hours/credits

Yes No

(e) Learning objectives

Yes No

(f) Instructional materials and references

Yes No

(g) Topical outline of the course

Yes No

(h) Instructional methods

Yes No

(i) Assessment criteria

Yes No

(j) Method of evaluating students

Yes No

(k) Date the syllabus was last reviewed

Yes No

For Title IV participant campuses that have lecture courses in credit hour programs or clock-to-credit hour programs only:

(l) Out-of-class work assignments that support the learning objectives for the course

Yes No Not Applicable (Additional Location Inclusion)

(m) A description of the minimum amount of time a student is expected to spend on completion of the work assignments

Yes No Not Applicable (Additional Location Inclusion)

9.17 Do students confirm that they receive a course syllabus and that it is followed?

Yes No

9.18 Are the courses available when needed by the student in the normal pursuit of a program of study?

Yes No

9.19 Was the team able to verify the backup documentation to support the placement rate for the program(s) as reported on the last Campus Accountability Report submitted to the Council?

Yes No Not Applicable (there have been no graduates)

The 2012 CAR reported three graduates from the bachelor's degree program in Graphic Design: Animation and the bachelor's degree program in Graphic Design: Game Art. However, the CAR also reports that none of the graduates from either of these programs is placed for employment in the field. Thus, no calls were made to verify placement for these two programs.

How many calls to employers or graduates were attempted?

Associate's degree in Graphic Design: 1 (for the only graduate)

Bachelor's degree in Graphic Design: Visual Communications: 3

How many calls to employers or graduates were successful?

Associate's degree in Graphic Design: 1

Bachelor's degree in Graphic Design: Visual Communications: 3

How many of the successful contacts confirmed the employment of the graduate as reported on the CAR? Please explain any discrepancy between the number of successful contacts and confirmations.

All of the successful contacts confirmed the employment of the graduates as reported on the 2012 CAR.

9.20 Was documentation on file to verify graduates classified on the CAR as "not available for placement"?

Yes No Not Applicable

9.21 Does the campus participate in Title IV financial aid?

Yes No (Skip to question 9.24)

9.22 Does the campus' written procedures (as evidenced by their academic credit analysis) support the written policy and definition of a credit hour as defined by the U.S. Department of Education for Title IV funding?

Yes No Not Applicable (Clock hour programs only)

9.23 Is there evidence that out-of-class work or the equivalency is being evaluated?

Yes No Not Applicable (Clock hour programs only)

If Yes, briefly describe the documentation of evaluation viewed on site.

The team was presented with evidence of graded projects, which were recorded online for viewing by the students, and the team reviewed recorded grades for several current classes.

- 9.24 Are the following appropriate to adequately support the number and nature of the program?
- (a) Facilities.
 Yes No
- (b) Instructional equipment.
 Yes No
- (c) Resources.
 Yes No
- (d) Personnel.
 Yes No
- 9.25 Are the following elements appropriately incorporated into the instructional components of the program?
- (a) Systematic planning.
 Yes No
- (b) Well-defined instructional objectives.
 Yes No
- (c) The selection and use of appropriate and current learning materials.
 Yes No
- (d) Appropriate modes of instructional delivery.
 Yes No
- (e) The use of appropriate assessment strategies.
 Yes No
- (f) The use of appropriate experiences.
 Yes No
- 9.27 Do the faculty members' qualifications meet the minimum requirements outlined in the *Accreditation Criteria*, and are their qualifications academically and experientially appropriate to the subject matter they teach and the level of the credential awarded?
 Yes No
- 9.28 Is the size of the faculty appropriate to the total student enrollment?
 Yes No
- 9.29 Is an adequate core of full- and part-time faculty employed to ensure sound direction and continuity of development for the program?
 Yes No
- 9.30 Are teaching loads reasonable?
 Yes No
- 9.38 Is the number of hours required to complete the program at least 60 semester hours, 90 quarter hours, or their equivalent, earned over a period of four semesters, six quarters, or the equivalent?
 Yes No
- 9.39 Is there a minimum of 30 semester hours, 45 quarter hours, or their equivalent in courses within the area of concentration?
 Yes No
- 9.40 Does the curriculum quantitatively and qualitatively approximate the standards at other collegiate institutions offering the same degree?
 Yes No
- 9.41 Is enrollment in the second academic year of the two-year program sufficient to support regularly scheduled classes?
 Yes No Not Applicable (no students in the second year)
- 9.42 Are the second-year courses based upon appropriate first-year prerequisites?
 Yes No Not applicable

- 9.43 Is the number of hours required to complete the program at least 120 semester hours, 180 quarter hours, or their equivalent, earned over a period of eight semesters, 12 quarters, or the equivalent?
 Yes No
- 9.44 Is there a minimum of 60 semester hours, 90 quarter hours, or their equivalent in courses within the area of concentration?
 Yes No
- 9.45 If the institution offers only the last two years of the bachelor's degree program, do the catalog and all advertising materials clearly describe the requirements for admission?
 Yes No Not Applicable (institution offers all four years of the degree)
- 9.46 Does the curriculum quantitatively and qualitatively approximate the standards at other collegiate institutions offering the same degree?
 Yes No
- 9.47 Is enrollment in the third and fourth years of the bachelor's program sufficient to support regularly scheduled classes and laboratory work?
 Yes No Not Applicable (no students in the third and fourth years)
- 9.48 Are the third- and fourth-year courses based upon appropriate prerequisites?
 Yes No

COMMENDATIONS:

The team found the Arlington Ballston facility to be very open, bright, and conducive to creating a positive learning environment for Graphic Design students. Visuals and color appointments in the interior design contribute to a creative ambiance for students and faculty, and the structural design of various areas in the facility as well as the décor provide excellent examples of how design can influence the work environment.

9. PROGRAM EVALUATION**Academic Associate's Degree in Information and Network Technology****Bachelor's Degree in Information and Network Technologies: Major in Computer Forensics****Bachelor's Degree in Information and Network Technologies: Major in Network Management****Bachelor's Degree in Information and Network Technologies: Major in Systems Securities**

- 9.01 Is licensure, certification or registration required to practice in the specific career field?
 Yes No (*Skip to question 9.02*)
- 9.02 Who is assigned to administer the academic program(s), and what are this person's qualifications?
 Mr. Nima Zahadat, program chair for the school of technology, is assigned to administer the programs. He holds a bachelor's degree in Mathematics from George Mason University and a master's degree in Information Systems from George Washington University. He is currently pursuing a doctorate in Systems Engineering from George Washington University, and has certifications in Microsoft (MCT, MCSA, MCDBA, and MCSE), EC-Council (Certified Ethical Hacker), CompTIA (A+ and Security+), and Cisco (CCNA). Prior to starting his current position at the Arlington Ballston campus in January 2013, Mr. Zahadat was an associate professor with Northern Virginia Community College.
- 9.03 Does this individual possess appropriate academic or experiential qualifications?
 Yes No
- 9.04 Is there evidence that the program administrator has sufficient authority and responsibility for the development and administration of the educational program(s)?
 Yes No

9.05 Are the time and resources devoted to the administration of the educational program(s) sufficient?

Yes No

9.06 Does the program meet the needs of its students and the requirements of the Council, as shown by student achievement outcomes which meet or exceed the standards for the following areas:

(a) Student retention rate of 62%?

Yes No Not Applicable (Additional Location Inclusion only)

The 2012 CAR reported a retention rate of 0% for the bachelor's degree in Information Technologies (IT): Systems Security program. The other three programs all exceeded the retention rate standard of 62% as reported on the 2012 CAR.

(b) Student placement rate of 58%?

Yes No Not Applicable (Additional Location Inclusion only)

The 2012 CAR reported a placement rate of 0% for the bachelor's degree in Information Technologies: Computer Forensics program. The bachelor's degree program in Network Management placement rate of 71.4% exceeded the 2012 standard, and the other two IT programs had no graduates reported on the 2012 CAR.

If *No* for either item does the Campus Effectiveness Plan (CEP) include data, analysis and activities to meet or exceed the relevant standard?

Yes No Not Applicable (Additional location only)

The CEP does not include a program improvement plan (PIP) for increasing the retention rate in the bachelor's degree program in Systems Security because the enrollment is less than 10 during the 2012 CAR reporting period, and the CEP does not include a PIP for increasing the placement rate in the bachelor's degree program in Computer Forensics because there was only one graduate from the program in the 2012 CAR reporting period.

9.07 List the community resources and describe how they are utilized to enrich the program(s).

The School of Technologies programs utilize Program Advisory Committees (PACs), field trips, and guest speakers to enrich instruction and activities for the students. These activities provide opportunities for students to gain insight from professionals doing business in these fields and help the students be aware of skills and knowledge required to compete for jobs in these fields in local community.

9.08 Is the utilization of community resources sufficient to enrich the program?

Yes No

9.09 Does the curriculum evidence a well-organized sequence of appropriate subjects leading to an occupational objective, an academic credential, or both?

Yes No

9.10 Does the catalog and/or other advertising material such as brochures and web site, accurately describe the program and its objectives?

Yes No

9.11 For programs that include practica, externships, or internships, does the institution have a written and mutually signed agreement that outlines the arrangement between the institution and the practicum site, including specific learning objectives, course requirements, and evaluation criteria?

Yes No Not Applicable (these elements are not part of the program *or* no student is at the point of needing them)

9.12 Does the program use independent studies?

Yes No (Skip to question 9.14)

9.13 Are independent studies used appropriately, and is there a contract signed by the student and the institution that meets Council standards?

Yes No

9.14 Are the curriculum and length of the program appropriate to meet the educational and placement objectives of the program?

Yes No

9.15 Are course prerequisites appropriate, are they identified in the catalog and on the course syllabi, and are they being followed?

Yes No

9.16 Is an appropriately detailed syllabus on file for each course that includes:

(a) Title and course descriptions

Yes No

(b) Course numbers

Yes No

(c) Course prerequisites and/or corequisites

Yes No

(d) Instructional contact hours/credits

Yes No

(e) Learning objectives

Yes No

(f) Instructional materials and references

Yes No

(g) Topical outline of the course

Yes No

(h) Instructional methods

Yes No

(i) Assessment criteria

Yes No

(j) Method of evaluating students

Yes No

(k) Date the syllabus was last reviewed

Yes No

For Title IV participant campuses that have lecture courses in credit hour programs or clock-to-credit hour programs only:

(l) Out-of-class work assignments that support the learning objectives for the course

Yes No Not Applicable (Additional Location Inclusion)

(m) A description of the minimum amount of time a student is expected to spend on completion of the work assignments

Yes No Not Applicable (Additional Location Inclusion)

9.17 Do students confirm that they receive a course syllabus and that it is followed?

Yes No

9.18 Are the courses available when needed by the student in the normal pursuit of a program of study?

Yes No

9.19 Was the team able to verify the backup documentation to support the placement rate for the program(s) as reported on the last Campus Accountability Report submitted to the Council?

Yes No Not Applicable (there have been no graduates)

As reported in item 9.06 above, there were no graduates from the associate's degree program in Information Network Technology or the bachelor's degree program in Systems Security reported on the 2012 CAR; therefore, no calls to employers or graduates were made for these programs.

How many calls to employers or graduates were attempted?

Bachelor's degree program in Information and Network Technology: Major in Computer Forensics: 0

The campus provided the team with verification that the one graduate from the Computer Forensics program was incarcerated.

Bachelor's degree program in Information and Network Technology: Major in Network Management: 3

How many calls to employers or graduates were successful?

Bachelor's degree program in Information and Network Technology: Major in Network Management: 2

How many of the successful contacts confirmed the employment of the graduate as reported on the CAR? Please explain any discrepancy between the number of successful contacts and confirmations.

Bachelor's degree program in Information and Network Technology Major in Network Management: 2

9.20 Was documentation on file to verify graduates classified on the CAR as "not available for placement"?
 Yes No Not Applicable

9.21 Does the campus participate in Title IV financial aid?
 Yes No (*Skip to question 9.24*)

9.22 Does the campus' written procedures (as evidenced by their academic credit analysis) support the written policy and definition of a credit hour as defined by the U.S. Department of Education for Title IV funding?
 Yes No Not Applicable (Clock hour programs only)

9.23 Is there evidence that out-of-class work or the equivalency is being evaluated?
 Yes No Not Applicable (Clock hour programs only)

If Yes, briefly describe the documentation of evaluation viewed on site.

During interviews, students and instructors told the team homework is assigned, collected, graded, and the overall homework grade is one of the components of the final grade for all courses. The team verified homework is assigned, graded, and logged in a grade book by reviewing examples of graded homework and grade books.

9.24 Are the following appropriate to adequately support the number and nature of the program?

(a) Facilities.

Yes No

(b) Instructional equipment.

Yes No

(c) Resources.

Yes No

(d) Personnel.

Yes No

9.25 Are the following elements appropriately incorporated into the instructional components of the program?

(a) Systematic planning.

Yes No

(b) Well-defined instructional objectives.

Yes No

(c) The selection and use of appropriate and current learning materials.

Yes No

(d) Appropriate modes of instructional delivery.

Yes No

(e) The use of appropriate assessment strategies.

Yes No

(f) The use of appropriate experiences.

Yes No

9.27 Do the faculty members' qualifications meet the minimum requirements outlined in the *Accreditation Criteria*, and are their qualifications academically and experientially appropriate to the subject matter they teach and the level of the credential awarded?

Yes No

9.28 Is the size of the faculty appropriate to the total student enrollment?

Yes No

- 9.29 Is an adequate core of full- and part-time faculty employed to ensure sound direction and continuity of development for the program?
 Yes No
- 9.30 Are teaching loads reasonable?
 Yes No
- 9.38 Is the number of hours required to complete the program at least 60 semester hours, 90 quarter hours, or their equivalent, earned over a period of four semesters, six quarters, or the equivalent?
 Yes No
- 9.39 Is there a minimum of 30 semester hours, 45 quarter hours, or their equivalent in courses within the area of concentration?
 Yes No
- 9.40 Does the curriculum quantitatively and qualitatively approximate the standards at other collegiate institutions offering the same degree?
 Yes No
- 9.41 Is enrollment in the second academic year of the two-year program sufficient to support regularly scheduled classes?
 Yes No Not Applicable (no students in the second year)
- 9.42 Are the second-year courses based upon appropriate first-year prerequisites?
 Yes No Not applicable
- 9.43 Is the number of hours required to complete the program at least 120 semester hours, 180 quarter hours, or their equivalent, earned over a period of eight semesters, 12 quarters, or the equivalent?
 Yes No
- 9.44 Is there a minimum of 60 semester hours, 90 quarter hours, or their equivalent in courses within the area of concentration?
 Yes No
- 9.45 If the institution offers only the last two years of the bachelor's degree program, do the catalog and all advertising materials clearly describe the requirements for admission?
 Yes No Not Applicable (institution offers all four years of the degree)
- 9.46 Does the curriculum quantitatively and qualitatively approximate the standards at other collegiate institutions offering the same degree?
 Yes No
- 9.47 Is enrollment in the third and fourth years of the bachelor's program sufficient to support regularly scheduled classes and laboratory work?
 Yes No Not Applicable (no students in the third and fourth years)
- 9.48 Are the third- and fourth-year courses based upon appropriate prerequisites?
 Yes No

GENERAL COMMENTS:

Students who were interviewed have a positive outlook about their academic success and job prospects once they graduate from their technology programs at the Arlington Ballston campus.

COMMENDATIONS:

Students, faculty, and the program chair are excited and enthusiastic about the school paying for their certification exams. Several students have already passed exams for various Cisco, Comptia, and Microsoft Certifications. Campus administration is commended for taking the action of paying for certification exams, which has resulted in a high level of excitement and cooperation among the program chair, faculty, and students seeking professional certifications.

9. PROGRAM EVALUATION

Diploma in Medical Assisting

Academic Associate's Degree in Medical Assisting

- 9.01 Is licensure, certification or registration required to practice in the specific career field?
 Yes No (*Skip to question 9.02*)
- 9.02 Who is assigned to administer the academic program(s), and what are this person's qualifications?
 Dr. Damien Baker, program chair for the school of medical assisting, is assigned to oversee the diploma and associate's degree programs. He holds a bachelor's degree in Human Biology, a doctor of Chiropractic degree from National University of Health Sciences, and is a Registered Medical Assistant (RMA) with the American Medical Technologists. Mr. Baker began his teaching career in 2000 as an Medical Assisting instruction and became the program chair at the Arlington Ballston campus in 2011.
- 9.03 Does this individual possess appropriate academic or experiential qualifications?
 Yes No
- 9.04 Is there evidence that the program administrator has sufficient authority and responsibility for the development and administration of the educational program(s)?
 Yes No
- 9.05 Are the time and resources devoted to the administration of the educational program(s) sufficient?
 Yes No
- 9.06 Does the program meet the needs of its students and the requirements of the Council, as shown by student achievement outcomes which meet or exceed- the standards for the following areas:
 (a) Student retention rate of 62%?
 Yes No Not Applicable (Additional Location Inclusion only)
 (b) Student placement rate of 58%?
 Yes No Not Applicable (No graduates from either program are reported on the 2012 CAR.)
- 9.07 List the community resources and describe how they are utilized to enrich the program(s).
 The Medical Assisting programs have strong community support as witnessed by contracts they have with clinical affiliates for the externship component of the programs. Additionally, guest speakers, field trips, a program advisory committee (PAC), and community outreach activities are utilized to enrich the programs. The team verified the use of these activities by reviewing appropriate documentation and during interviews with students and faculty.
- 9.08 Is the utilization of community resources sufficient to enrich the program?
 Yes No
- 9.09 Does the curriculum evidence a well-organized sequence of appropriate subjects leading to an occupational objective, an academic credential, or both?
 Yes No
- 9.10 Does the catalog and/or other advertising material such as brochures and web site, accurately describe the program and its objectives?
 Yes No
- 9.11 For programs that include practica, externships, or internships, does the institution have a written and mutually signed agreement that outlines the arrangement between the institution and the practicum site, including specific learning objectives, course requirements, and evaluation criteria?
 Yes No Not Applicable (these elements are not part of the program *or* no student is at the point of needing them)
- 9.12 Does the program use independent studies?
 Yes No (*Skip to question 9.14*)

9.14 Are the curriculum and length of the program appropriate to meet the educational and placement objectives of the program?
 Yes No

9.15 Are course prerequisites appropriate, are they identified in the catalog and on the course syllabi, and are they being followed?
 Yes No

If *No*, insert the section number in parentheses and explain:

(Section 3-1-513(b)): The Anatomy and Physiology I (BIOL170) course does not require completion of Medical Technology (HLTH105) as a prerequisite for registration. A review of the syllabi for the two Anatomy and Physiology courses revealed the course objectives and other information on the syllabus for the second course, Anatomy and Physiology II (BIOL171), state it is a continuation of the first course, and the catalog description and syllabus for Anatomy and Physiology II (BIOL171) does list the Medical Terminology course (HLTH105) as a prerequisite, while HLTH105 is not a prerequisite for Anatomy Physiology I. Campus administration and the program chair informed the team that students usually do complete HLTH105 prior to or concurrently with BIOL170, but listing HLTH105 as a prerequisite for BIOL170 could limit the flexibility of enrolling and scheduling students for various terms. However, having HLTH105 as a prerequisite for BIOL170 is necessary to provide students with a more appropriate foundation for beginning BIOL170, and to structure the completion of courses to provide an increasing level of difficulty as students progress through the Medical Assisting programs.

9.16 Is an appropriately detailed syllabus on file for each course that includes:

(a) Title and course descriptions

Yes No

(b) Course numbers

Yes No

(c) Course prerequisites and/or corequisites

Yes No

(d) Instructional contact hours/credits

Yes No

(e) Learning objectives

Yes No

(f) Instructional materials and references

Yes No

(g) Topical outline of the course

Yes No

(h) Instructional methods

Yes No

(i) Assessment criteria

Yes No

(j) Method of evaluating students

Yes No

(k) Date the syllabus was last reviewed

Yes No

For Title IV participant campuses that have lecture courses in credit hour programs or clock-to-credit hour programs only:

(l) Out-of-class work assignments that support the learning objectives for the course

Yes No Not Applicable (Additional Location Inclusion)

(m) A description of the minimum amount of time a student is expected to spend on completion of the work assignments

Yes No Not Applicable (Additional Location Inclusion)

9.17 Do students confirm that they receive a course syllabus and that it is followed?

Yes No

9.18 Are the courses available when needed by the student in the normal pursuit of a program of study?

Yes No

9.19 Was the team able to verify the backup documentation to support the placement rate for the program(s) as reported on the last Campus Accountability Report submitted to the Council?

Yes No Not Applicable (there have been no graduates)

The 2012 CAR reported there were no graduates from the Medical Assisting diploma program, and the academic associate's degree program was not started until May 2013.

9.20 Was documentation on file to verify graduates classified on the CAR as "not available for placement"?
 Yes No Not Applicable

9.21 Does the campus participate in Title IV financial aid?
 Yes No (*Skip to question 9.24*)

9.22 Does the campus' written procedures (as evidenced by their academic credit analysis) support the written policy and definition of a credit hour as defined by the U.S. Department of Education for Title IV funding?
 Yes No Not Applicable (Clock hour programs only)

9.23 Is there evidence that out-of-class work or the equivalency is being evaluated?
 Yes No Not Applicable (Clock hour programs only)

If Yes, briefly describe the documentation of evaluation viewed on site.

Documentation of evaluation observed on site included review of homework, case presentations, and research projects that were completed and submitted for grading as well as examples of homework that had been reviewed and graded.

9.24 Are the following appropriate to adequately support the number and nature of the program?

- (a) Facilities.
 Yes No
 (b) Instructional equipment.
 Yes No
 (c) Resources.
 Yes No
 (d) Personnel.
 Yes No

9.25 Are the following elements appropriately incorporated into the instructional components of the program?

- (a) Systematic planning.
 Yes No
 (b) Well-defined instructional objectives.
 Yes No
 (c) The selection and use of appropriate and current learning materials.
 Yes No
 (d) Appropriate modes of instructional delivery.
 Yes No
 (e) The use of appropriate assessment strategies.
 Yes No
 (f) The use of appropriate experiences.
 Yes No

9.26 Are all faculty assigned to teach in no more than three fields of instruction, with no more than five preparations?
 Yes No

9.27 Do the faculty members' qualifications meet the minimum requirements outlined in the *Accreditation Criteria*, and are their qualifications academically and experientially appropriate to the subject matter they teach and the level of the credential awarded?
 Yes No

9.28 Is the size of the faculty appropriate to the total student enrollment?
 Yes No

- 9.29 Is an adequate core of full- and part-time faculty employed to ensure sound direction and continuity of development for the program?
 Yes No
- 9.30 Are teaching loads reasonable?
 Yes No
- 9.31 Do all instructors teach no more than 32 hours per week (except for an overload of one subject allowed with additional compensation)?
 Yes No
- 9.32 What is the current student/teacher ratio?
 The current student/teacher ratio in the Diploma in Medical Assisting program is 4:1.
- 9.33 Is the current student-teacher ratio reasonable for the mode of delivery and course content?
 Yes No
- 9.38 Is the number of hours required to complete the program at least 60 semester hours, 90 quarter hours, or their equivalent, earned over a period of four semesters, six quarters, or the equivalent?
 Yes No
- 9.39 Is there a minimum of 30 semester hours, 45 quarter hours, or their equivalent in courses within the area of concentration?
 Yes No
- 9.40 Does the curriculum quantitatively and qualitatively approximate the standards at other collegiate institutions offering the same degree?
 Yes No
- 9.41 Is enrollment in the second academic year of the two-year program sufficient to support regularly scheduled classes?
 Yes No Not Applicable (no students in the second year)
- 9.42 Are the second-year courses based upon appropriate first-year prerequisites?
 Yes No Not applicable

GENERAL COMMENTS:

As previously stated, the following citation in Section 5 of this report impacts the Medical Assisting program students: (Section 3-1-516(a)(i)): There is not appropriate documentation to evidence the 10-hour, 1-credit lecture component of the MEDI299 externship course is scheduled appropriately or to verify that students are meeting regularly with an instructor to satisfy the contact hours needed for the granting of 1 quarter credit. See item 5.18 in Section 5. Educational Activities of the report for a more detailed explanation.

COMMENDATIONS:

Externship site supervisors who were interviewed were highly pleased with the students doing externships in their facilities.

SUMMARY

The campus is not in compliance with the *Accreditation Criteria* in the following areas:

Number	Citation	Summary Statement
1.	Sections 3-1-111 and 3-1-441(c)	Follow-up studies on graduates and employers are not being conducted by the institution at specific measuring points following placement of the graduates (pages 5 and 14).
2.	Section 3-1-513(b)	The prerequisite system for the Medical Assisting programs does not assure that students are provided an increasing level of difficulty as they progress (page 48).
3.	Section 3-1-516(a)(i)	There is not appropriate documentation to evidence that students in one course are meeting for an appropriate number of contact hours (pages 17 and 51).
4.	Section 3-1-543 and Glossary	Appropriate documentation of professional growth and/or in-service activities is not on file for some faculty members (page 18).

RECOMMENDATIONS

The evaluation team offers the following recommendations for the institution's consideration.

(These recommendations are not included in the report seen by the Council)

- During the visit students told the team that on at least one occasion an unknown person had entered a classroom and was found there when a class was scheduled to start. Although the team could not verify this, the team did confirm that the campus issues student ID cards; but no policy statement was found requiring these cards to be displayed while in the building. Since the building is shared with another company and it appears there is no restriction or security in place to prevent anyone from entering the building and the area where the Westwood College activities are conducted, the team suggests that the campus administration consider reviewing whether some type of security system should be implemented. This may be as simple as requiring students, faculty, and staff to display their Westwood College ID cards while in the building; but it may be more complicated than this to be effective.
- The team found the on-shelf collection in the library for the Graphic Design programs to be barely adequate to satisfactorily support current programs. Therefore, the team feels campus administration should work with the program chair and campus librarian to identify and obtain more books and periodicals that pertain specifically to graphic design, animation, game design, and visual communications to be available in the onsite learning commons area.
- Mr. Josh Haycraft the "new" program chair for the school of design informed the team he is very interested in developing and implementing a plan to have more events at the campus to raise community awareness of the presence and activities of the school. Given his position, of course, his interest is primarily focused on raising the awareness of the activities, products, and projects of students in the school of design. The team encourages campus administration to work with and provide support for Mr. Haycraft's enthusiasm and efforts in this regard where feasible. An investment of some administrative time and more tangible resources may result in a variety of benefits for the school of design as well as the campus in general.
- As noted in the report, the decision by campus administration to pay for certification exams for students and faculty in the School of Technology programs has generated a high level of excitement and enthusiasm among students and faculty in those programs. Given this action has had such positive results in the Technology programs, campus administration should probably review all of the current programs offered to determine if there is opportunity to provide similar options for students in other programs.

From: Maurice Wadlington <ExchangeLabs/Exchange Administrative Group (FYDIBOHF23SPDLT)/Recipients/a485f246b6e74618a42ffb0566d503-mwadlington>
Sent: 10/1/2015 2:04:52 AM -0400
To: Derrick Ware <DWare@acics.org>
CC: Linda Lundberg <llundberg@acics.org>; Ian Harazduk <ExchangeLabs/Exchange Administrative Group (FYDIBOHF23SPDLT)/Recipients/653bda8a64144114820bfcfbf53b7514e-IHarazduk>
Subject: Le Cordon Bleu - Tukwila- 2nd Edit Questions
Attachments: 00023929 LCB Tukwila -HC, Edit 2.doc

Hey Derrick,

I hope all is well. I have a few questions/concerns with the report as I was doing the second edit.

Please see below.

C.27- If this answer is actually a "No" that would warrant a finding. **(Section 3-1-513 (a) and Glossary)**

C.41- You have a note explaining that the foreign transcript was translated in English however, it was not evaluated by a member of NACES or AICES. That also would warrant a finding **(Section 3-1-541)**

C. 124- The find reads that library assistant, Ms. Joyce Nicholas, did not have any professional growth documentation. However, if onsite librarian Ms. Sharon Tani's file did show evidence of professional growth documentation this should not have been a finding.

I have attached the report below with some edits. However, I will need further clarity on the concerns above before I can complete the editing.

Best regards,

Maurice Wadlington, M.Ed.
Senior Accreditation Coordinator
Accrediting Council for Independent Colleges and Schools
750 First Street, NE | Suite 980 | Washington, DC 20002

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QUALITY ASSURANCE MONITORING: HIGHER CREDENTIAL REPORT
ACADEMIC ASSOCIATE'S DEGREE IN CULINARY ARTS
ACADEMIC ASSOCIATE'S DEGREE IN PATISSERIE AND BAKING

LE CORDON BLEU COLLEGE OF CULINARY ARTS
360 Corporate Drive North
Tukwila, WA, 98188
ACICS ID Code: 00023929

Ms. Jennifer Sohonie, Campus Director (JSohonie@seattle.chefs.edu)
 acicsinfo@seattle.chefs.edu

MAIN
Le Cordon Bleu College of Culinary Arts
3110 Esperanza Crossing, Suite 100
Austin, TX 78758
ACICS ID Code: 00021352

September 21, 2015

Date Culinary Arts Program Began: April 7, 2014
Date Patisserie and Baking Program Began: August 18, 2014
Current Total Enrollment: 223
Current CAR Program Retention: N/A

Chef Antony Osborne	Specialist	Education Corporation of America	Birmingham, Alabama
Mr. Derrick Ware	Staff Representative	ACICS	Washington, DC

REPORT QUESTIONS

MISSION

C.01 Is the mission statement appropriate for the type of new credential offered?

Yes No

GENERAL COMMENTS

The mission statement accurately reflects the specific purpose for existing.

RELATIONS WITH STUDENTS

C.02 Does the campus have appropriate admissions criteria for the program(s)?

Yes No

C.03 Does the admissions policy conform to the campus's mission?

Yes No

C.04 Is the admissions policy administered as written?

Yes No

C.05 Are there any admissions requirements unique to the program?

Yes No

C.06 Are the campus's recruitment methods appropriate and in compliance with Council standards?

Yes No

C.07 Does the institution offer employment assistance to all students?

Yes No

Not Applicable (campus enrolls only international students on a student visa)

C.08 Was the team able to verify the backup documentation to support the placement rate for the program(s) as reported on the last Campus Accountability Report?

Yes No

Not Applicable (there have been no graduates)

C.09 Was documentation on file to verify graduates classified on the CAR as "not available for placement"?

Yes No

Not Applicable

EDUCATIONAL ACTIVITIES

FOR ALL PROGRAMS

C.13 Is licensure, certification or registration required to practice in the specific career field?

Yes No (*Skip to Question C.15*)

- C.15 Who is assigned to administer all academic programs, and what are this person's qualifications?
 Chef Jennifer Sohonie is the campus director for Le Cordon Bleu College of Culinary Arts (LBC) - Tukwila. Chef Sohonie holds a bachelor's degree in sociology from Duke Univeristy and a master's degree in education in leadership of educational organization from the American Intercontinental University. Chef Sohonie also holds a associate's degree in culinary arts from the California School of Culinary Arts, Pasadena, CA and has achieved certification through the American Culinary Federation as a Certified Executive Chef and as a Certified Culinary Educator. Chef Sohonie has over 10 years of industry experience working in the hospitality field and has the culinary experience and the educational background to succesfully oversee the campus culinary & pastry degree programs.
- C.16 Does this individual possess appropriate academic or experiential qualifications?
 Yes No
- C.17 Who is assigned to administer the new credential (e.g., program chair or lead instructor), and what are this person's qualifications?
 Chef Jennifer Sohonie is assigned to adminster the new credentials. As previosuly noted, Chef Sohonie holds a bachelor's degree in sociology from Duke Univeristy and a master's degree in education in leadership of educational organization from the American Intercontinental University. Chef Sohonie has over 10 years of industry experience working in the hospitality field and has the culinary experience and the educational background to succesfully administer the campus' culinary & pastry degree programs.
- C.18 Does this individual possess appropriate academic or experiential qualifications?
 Yes No
- C.19 Is there evidence that the program administrator has sufficient authority and responsibility for the development and administration of the new credential?
 Yes No
- C.20 Are the time and resources devoted to the administration of the new credential sufficient?
 Yes No
- C.21 Is the program consistent with the campus's mission and the needs of its students?
 Yes No
- C.22 Is there evidence of input from students, graduates, administrators, faculty, and other interested parties in the formation and design of the new program?
 Yes No
- C.23 List the community resources and describe how they are utilized to enrich the program.
 The program has strong community resources to support both the culinary and pastry programs, as witnessed through the use of guest speakers and specialty site visits being utilized to enhance the classroom experience. The students are also active in several community events through participation in local food festivals, high school cooking demonstrations, and charity activities. The advisory board meets twice a year and is comprised of both culinary and pastry professionals, faculty, current and potential employers. The advisory board is well attended and is supportive of the culinary and pastry department programs.

- C.24 Does the curriculum evidence a well-organized sequence of appropriate subjects leading to an occupational objective, an academic credential, or both?
 Yes No
- C.25 Does the catalog accurately describe the program and its objectives?
 Yes No
- C.26 If the program includes an externship, does the campus have a written and mutually signed agreement that outlines the arrangement between the campus and the externship site, including specific learning objectives, course requirements, and evaluation criteria?
 Yes No
 Not Applicable (these elements are not part of the program or no student is at the point of needing them)
- C.27 If the program includes independent study courses, does the campus have a learning contract that outlines the course objectives and procedures unique to this form of instruction?
 Yes No
 Not Applicable (no courses are offered via independent study)
- C.28 Are the curriculum and length of the program appropriate to meet the educational and placement objectives of the program?
 Yes No
- C.29 Are the courses available when needed by the student in the normal pursuit of the program(s) of study?
 Yes No
- C.30 Are course prerequisites appropriate, are they identified in the catalog and on the course syllabi, and are they being followed?
 Yes No
- C.31 Is an appropriately detailed syllabus on file for each course that includes:
- (a) Title and course descriptions
 Yes No
 - (b) Course numbers
 Yes No
 - (c) Course prerequisites and/or corequisites
 Yes No
 - (d) Instructional contact hours/credits
 Yes No
 - (e) Learning objectives
 Yes No
 - (f) Instructional materials and references
 Yes No
 - (g) Topical outline of the course
 Yes No
 - (h) Instructional methods

Yes No

(i) Assessment criteria

Yes No

(j) Method of evaluating students

Yes No

(k) Date the syllabus was last reviewed

Yes No

C.32 Do students confirm that they receive a course syllabus and that it is followed?

Yes No

C.33 Is credit appropriately converted in relation to total student contact hours in each class?

Yes No

C.34 Are courses and breaks scheduled appropriately, given the students' academic background and the coursework involved?

Yes No

C.35 Is the credential awarded by the campus in compliance with its accreditation approval and in compliance with applicable state laws?

Yes No

C.36 Are the following appropriate to adequately support the new program?

(a) Facilities.

Yes No

(b) Instructional equipment.

Yes No

(c) Resources.

Yes No

(d) Support for modes of instructional delivery.

Yes No

(e) Personnel.

Yes No

C.37 Does the campus provide an environment for its faculty that is conducive to effective classroom instruction?

Yes No

C.38 Based on the team's observation of the instructional materials used, interviews with students and faculty, and a review of software licenses, is the campus in compliance with applicable licensing and copyright laws?

Yes No

C.39 Are the following elements appropriately incorporated into the instructional components of the program?

(a) Systematic planning.

Yes No

- (b) Well-defined instructional objectives.
 Yes No
- (c) The selection and use of appropriate and current learning materials.
 Yes No
- (d) Appropriate modes of instructional delivery.
 Yes No
- (e) The use of appropriate assessment strategies.
 Yes No
- (f) The use of appropriate experiences.
 Yes No

C.40 Are official transcripts for all credentials on file for all instructors in the program?
 Yes No

C.41 Have all foreign transcripts been translated into English and evaluated by a member of the Association of International Credential Evaluators (AICE) or the National Association of Credential Evaluation Services (NACES) to determine the equivalency of the credential to credentials awarded by institutions in the United States?
 Yes No
 Not Applicable (no faculty members hold foreign credentials)

The foreign credential verification for Mr. Jean-Rene Thiery was translated into English however, the team was unable to verify if the translating agency was approved by an approved association such as NACES or AICE.

C.42 Is there documented evidence of a systematic program of in-service training at the campus?
 Yes No

C.43 Is there evidence that appropriate faculty development plans have been developed and implemented on an annual basis, including documentation to support completed activities listed on the plans?
 Yes No

C.44 Is there evidence that full-time and part-time instructors in the program(s) participate in regularly scheduled faculty meetings?
 Yes No

FOR OCCUPATIONAL ASSOCIATE'S, ACADEMIC ASSOCIATE'S, AND BACHELOR'S DEGREES ONLY

C.46 Do the faculty members' qualifications meet the minimum requirements outlined in the *Accreditation Criteria*, and are their qualifications academically and experientially appropriate to the subject matter they teach and the level of the credential awarded?
 Yes No

C.47 Are all faculty in the program assigned to teach in no more than three fields of instruction?
 Yes No

C.48 Is the size of the faculty appropriate?

Yes No

C.49 Is an adequate core of full- and part-time faculty employed to ensure sound direction and continuity of development for the program?

Yes No

FOR ACADEMIC ASSOCIATE'S, BACHELOR'S, AND MASTER'S, DEGREES ONLY

C.50 Are teaching loads reasonable?

Yes No

FOR ACADEMIC ASSOCIATE'S DEGREES ONLY

C.61 Is the number of hours required to complete the program at least 60 semester hours, 90 quarter hours, or their equivalent, earned over a period of at least four semesters, six quarters, or the equivalent?

Yes No

C.62 Is there a minimum of 30 semester hours, 45 quarter hours, or their equivalent in courses within the area of concentration and a minimum of 15 semester hours, 22.5 quarter hours, or their equivalent in general education courses?

Yes No

C.63 Are all general education courses appropriate for the program and do they meet Council standards?

Yes No

C.64 Are the courses that satisfy the concentration and general education requirements identified in the catalog?

Yes No

C.65 Does the curriculum quantitatively and qualitatively approximate the standards at other collegiate institutions offering the same degree?

Yes No

C.66 Is there evidence that curricular offerings require the appropriate use of library resources?

Yes No

C.67 Is enrollment in the second academic year of the two-year program sufficient to support regularly scheduled classes?

Yes No

Not Applicable (no students in the second year)

C.68 Are at least one-half of all subjects that are part of the associate's degree taught by faculty members who have graduate degrees, professional degrees, or bachelor's degrees plus professional certification?

Yes No

PUBLICATIONS

C.107 Do the catalog and other publications accurately describe the new program?

Yes No

If *No*, insert the section number in parentheses and explain:

(Section 3-1-703 & Appendix C): The campus's catalog is not current and does not accurately describe the new programs. While the team was onsite, the campus presented the Le Cordon Bleu College of Culinary Arts 2014-2015 Catalog effective May 2014 – May 2015. Therefore, the catalog does not meet Council standards.

C.108 Is the course-numbering system adequately explained in the catalog?

Yes No

LIBRARY, INSTRUCTIONAL RESOURCES, AND TECHNOLOGY**FOR OCCUPATIONAL ASSOCIATES, ACADEMIC ASSOCIATE'S, BACHELOR'S, MASTER'S AND DOCTORAL DEGREES ONLY**

C.110 Is the campus's established annual budget appropriate for the program, and is the allocation appropriately expended for the purchase of books, periodicals, library equipment, and other resource and reference materials?

Yes No

C.111 What is the amount of the current year's library budget?

The amount of the current year's library budget is \$1,400.

C.112 What portion of the current year's library budget has been spent and how has the money been allocated?

To date, \$600 of the 2015 library budget has been spent on various culinary and pastry text books and periodicals.

C.113 Do the new programs require appropriate use of library resources?

Yes No

C.114 Is there evidence that the faculty have involvement in the selection of library resources?

Yes No

FOR ACADEMIC ASSOCIATE'S, BACHELOR'S, MASTER'S, AND DOCTORAL DEGREES ONLY

C.115 Is the Dewey Decimal, Library of Congress, or other appropriate system of classification used to organize the library materials?

Yes No

C.116 Are records of physical and/or online resources and circulation accurate and up to date?

Yes No

C.117 Are the library holdings for this (or these) program(s), including full-text online collections, up to date and adequate for the new program?

Yes No

C.118 Describe any full-text online collections available to students:

The library provides 18 databases, including GALE, a database that is specific to the culinary and pastry arts programs.

C.119 Does the library collection include holdings in the humanities, arts, social sciences, and sciences, including mathematics?

Yes No
 Not Applicable (program does not include general education courses)

C.120 Are the hours the library is open adequate to accommodate the needs of all students?

Yes No

C.121 Are all individuals who supervise the library and assist students with library functions well-trained and competent in both using and aiding in the use of the library technologies and resources?

Yes No

FOR ACADEMIC ASSOCIATE'S AND BACHELOR'S DEGREES ONLY

C.122 Is there a professionally trained individual on staff who supervises and manages the library and instructional resources, facilitate their integration into all phases of the campus's curricular and educational offerings, and assist students in their use?

Yes No

C.123 Who is the onsite librarian, what are this person's qualifications, and what are his or her hours onsite?

Ms. Sharon Tani is the onsite librarian. Ms. Tani holds a bachelor's degree in photography and English from San Francisco State University and a master's degree in library and information science from San Jose State University. Ms. Tani has over 20 years of work experience in the public, academic, and special libraries field. She is supported by Ms. Joyce Nicholas, who holds a bachelor's degree in social sciences from Portland State University. Her office hours onsite are Monday through Thursday, from 8:30 a.m. to 3:00 p.m. and Friday from 5:30 p.m. to 8:30 p.m.

C.124 Is documentation on file to evidence the librarian participates in professional growth activities?

Yes No

If *No*, insert the section number in parentheses and explain:

(Section 3-4-401) There is no evidence that the librarian professional development documentation in Ms. Joyce Nicholas' file to evidence professional growth activities for 2015.

C.125 Does the library make available appropriate reference, research, and information resources to provide basic support for this (or these) program(s)?

Yes No

SUMMARY

Based on the team's review, the following areas require an explanatory response:

Number	Section	Summary Statement
1	3-4-401	There is no professional development documentation on file to substantiate professional growth activities for 2015. (page 10)
2	3-1-703 and Appendix C	The team was presented with the Le Cordon Bleu College of Culinary Arts 2014-2015 Catalog effective May 2014 – May 2015. The catalog does not meet Council standards as it is expired. (page 8)

RECOMMENDATIONS

Any recommendation(s) provided in this report are not included in the report seen by the Council:

The team wishes to thank Chef Sohonie and her faculty for the hospitality given during the visit.

The team wishes to suggest the following recommendations:

Establish a comprehensive list of subject matter experts for the advisory board, which includes a brief biographical sketch listing their credentials and indicating their area of expertise.



**QUALITY ASSURANCE MONITORING: READINESS REPORT
ACADEMIC ASSOCIATE'S DEGREE IN LE CORDON BLEU PATISSERIE AND BAKING**

LE CORDON BLEU COLLEGE OF CULINARY ARTS

2450 Del Paso Road, Suite 150

Sacramento, CA 90028

ACICS ID Code: 00023522

Ms. Kimberly Velasquez Market President (KVelasquez@sacramento.chefs.edu)
ACICSINFO@sacramento.chefs.edu

MAIN

Le Cordon Bleu College of Culinary Arts

Austin, Texas

ACICS ID Code: 00021352

June 18, 2014

Projected Enrollment in the New Program During Its First Year of Operation: 8

Chef William Roy	Patisserie and Baking Specialist	International Culinary School at the Art Institute at the Art Institute	Indianapolis, IN
Ms. Chinita Obi	ACICS Coordinator	ACICS	Washington, DC

REPORT QUESTIONS

MISSION

- R.01 Is the mission statement appropriate for the type of new credential offered?
 Yes No

RELATIONS WITH STUDENTS

- R.02 Does the campus have appropriate admissions criteria for this program?
 Yes No
- R.03 Are there any admissions requirements unique to this program?
 Yes No

EDUCATIONAL ACTIVITIES

- R.04 Is licensure, certification or registration required to practice in the specific career field?
 Yes No (*Skip to Question R.06.*)
- R.06 Who is assigned to administer all academic programs, and what are this person's qualifications?
Chef Richard Jensen, director of education is assigned to administer all academic program. Chef Jensen has an associate's degree in culinary arts from the California Culinary Academy. He is a Certified Professional Food Manager and a current member of the American Culinary Foundation. Chef Jensen has been teaching since 2010 and was hired as Executive Chef in 2012. He has over 10 years in culinary arts, management, and instruction.
- R.07 Does this individual possess appropriate academic or experiential qualifications?
 Yes No
- R.08 Who is assigned to administer the new credential (e.g., program chair or lead instructor), and what are this person's qualifications?
Chef Richard Jensen, director of education is assigned to administer the new program. Chef Jensen has an associate's degree in culinary arts from the California Culinary Academy. He is a Certified Professional Food Manager and a current member of the American Culinary Foundation. Chef Jensen has been teaching since 2010 and was hired as Executive Chef in 2012. He has over 10 years in culinary arts, management, and instruction.
- R.09 Does this individual possess appropriate academic or experiential qualifications?
 Yes No
- R.10 Does the program administrator have sufficient authority and responsibility for the development and administration of the educational program(s)?
 Yes No

- R.11 Are the time and resources devoted to the administration of the educational program(s) sufficient?
 Yes No
- R.12 Is there evidence of input from students, graduates, administrators, faculty, and other interested parties in the formation and design of the new program?
 Yes No
- R.13 Are appropriate provisions made in the new program for individual differences among students?
 Yes No
- R.14 Does the curriculum evidence a well-organized sequence of appropriate subjects leading to the academic credential?
 Yes No
- R.15 Are the curriculum and length of the program appropriate to meet the educational and placement objectives of the program?
 Yes No
- R.16 Are course prerequisites appropriate?
 Yes No
- R.17 Is an appropriately detailed syllabus on file for each course in the program?
 Yes No
- R.18 If the program includes a practicum, externship, or internship, does the campus have a written and mutually signed agreement that outlines the arrangement between the campus and the practicum site, including specific learning objectives, course requirements, and evaluation criteria?
 Yes No
 Not Applicable (these elements are not part of the program or no student is at that point in the program)
- R.19 If the program includes independent study courses, does the campus have a learning contract that outlines the course objectives and procedures unique to this form of instruction?
 Yes No
 Not Applicable (no courses are offered via independent study)
- R.20 Is credit appropriately converted in relation to total student contact hours in each class?
 Yes No
- R.21 Is the credential awarded by the campus in compliance with its accreditation approval and in compliance with applicable state laws?
 Yes No
- R.22 Are official transcripts for all credentials held on file for all instructors in the program?
 Yes No

R.23 Have all foreign transcripts been translated into English and evaluated by a member of the Association of International Credential Evaluators (AICE) or the National Association of Credential Evaluation Services (NACES) to determine the equivalency of the degree to degrees awarded by institutions in the United States?

- Yes No
 Not Applicable (no faculty hold foreign transcripts)

R.24 What is the campus' plan to continue to provide qualified faculty to teach in the new program?

In interviews with the president and director of education, the team found that the campus will, going forward, require faculty to have a bachelor's degree and have certification or affiliation with the American Culinary Foundation. Understanding that the academic associate's degree level requires higher qualifications, the campus is encouraging current faculty who do not have bachelor's degrees, but are qualified based on demonstrated current professional experience, industry certifications and academic experience, to attain higher credentials and each is currently enrolled in a bachelor's degree program. The campus is also taking the step, moving forward, to receive transcripts from faculty prior to making offers to ensure completion of programs. Faculty members who wish to join the ACF do so on their own, so that they can take the membership with them if they move on. The campus will cover costs for related certifications, however.

R.25 Is there documented evidence of a systematic program of in-service training at the campus?

- Yes No

R.26 Is there evidence that appropriate faculty development plans have been developed and implemented on an annual basis, including documentation to support completed activities listed on the plans?

- Yes No

R.27 Is there evidence that full-time and part-time instructors in this program participate in regularly scheduled faculty meetings?

- Yes No

FOR ACADEMIC ASSOCIATE'S DEGREES ONLY

R.34 Is the number of hours required to complete the program at least 60 semester hours, 90 quarter hours, or their equivalent, earned over a period of at least four semesters, six quarters, or the equivalent?

- Yes No

R.35 Is there a minimum of 30 semester hours, 45 quarter hours, or their equivalent in courses within the area of concentration and a minimum of 15 semester hours, 22.5 quarter hours, or their equivalent in general education courses?

- Yes No

R.36 Are all general education courses appropriate for the program and do they meet Council standards?

- Yes No

R.37 Are the courses that satisfy the concentration and general education requirements identified in the catalog?

- Yes No

- R.38 Does the curriculum quantitatively and qualitatively approximate the standards at other collegiate institutions offering the same degree?
 Yes No
- R.39 Is there evidence that curricular offerings require the appropriate use of library resources?
 Yes No

LIBRARY, INSTRUCTIONAL RESOURCES, AND TECHNOLOGY

FOR OCCUPATIONAL ASSOCIATES, ACADEMIC ASSOCIATE'S, BACHELOR'S, MASTER'S, AND DOCTORAL DEGREES ONLY

- R.62 Is the campus' established annual budget appropriate for the program, and is the allocation appropriately expended for the purchase of books, periodicals, library equipment, and other resource and reference materials?
 Yes No
- R.63 What is the amount of the current year's library budget?
 The current year's library budget is \$826,824.
- R.64 What portion of the current year's library budget has been spent and how has the money been allocated?
 To date, \$309,046 has been spent. Expenditures include subscriptions to Academic Search Premier, Ebook Collection, ERIC, and physical holdings for general education courses.

FOR ACADEMIC ASSOCIATE'S, BACHELOR'S, MASTER'S AND DOCTORAL DEGREES ONLY

- R.65 Does the faculty inspire, motivate, and direct student usage of the library resources?
 Yes No
- R.66 Is the Dewey Decimal, Library of Congress, or other appropriate system of classification used to organize the library materials?
 Yes No
- R.67 Are records of physical and/or online resources and circulation accurate and up to date?
 Yes No
- R.68 Are the library holdings for this program, including full-text online collections, up-to-date and adequate for the new program?
 Yes No
- R.69 Describe the campus' plans for continuing to provide library and instructional resources to support the new program?
 The campus plans to continue to provide library and instruction resources in a number of ways. The campus has secured additional holdings for the general education coursework offered in the associate's program as

well as holdings for the culinary and baking arts. The campus is also preparing to initiate the Library Guides Project, an online application designed to allow students to build digital guides for areas of interest in the program. The library is currently a shared resource center with the International Academy of Design and Technology (IADT) and is staffed full time by Ms. Kathleen Rainey. IADT is in teach out and Le Cordon Bleu plans to retain Ms. Rainey when the IADT programs have phased out. LCB also has a regional librarian on staff to provide additional support.

R.70 Describe any full-text online collections available to students:

The students have access to 37 full text databases, via Ebsco, Credo, Gale, and Hoovers Pro. Those specific to the culinary and baking programs include: Culinary Arts Collection, Hospitality and Tourism Complete, and Food Science Source. Students also have access to databases that include, but are not limited to, eBook Collection, Academic Search Premier, and Proquest Newstand.

FOR ACADEMIC ASSOCIATE'S AND BACHELOR'S DEGREES ONLY

R.71 Is there a professionally trained individual (holds a bachelor's or master's degree in library or information science or a comparable program, or state certification to work as a librarian, where applicable) on staff who supervises and manages the library and instructional resources, facilitates their integration into all phases of the campus' curricular and educational offerings, and assists students in their use?

Yes No

R.72 Is documentation on file to evidence the librarian participates in professional growth activities?

Yes No

R.73 Who is the on-site librarian, what are this person's qualifications, and what are his or her hours on-site?

The on-site librarian is Ms. Kathleen Rainey. Ms. Rainey has a master's degree in library science from Rutgers University in Piscataway, New Jersey; a bachelor's degree in communication from Glassboro State College (currently known as Rowan University) in Glassboro, New Jersey; and an associate's degree in education media technology from Burlington County College, in Pemberton, New Jersey. Ms. Rainey is on-site from 9 am to 6 pm. The library is open until 7:30 pm and is staffed during evening hours by three work study students, who have had initial training and also receive continuous training from Ms. Rainey. Ms. Rainey has additional support from Ms. Sharon Tani, regional librarian.

R.74 Is there a trained individual, who is competent to both use and aid in the use of library technologies and resources, on duty to supervise the library and to assist students with library functions during scheduled library hours?

Yes No

R.75 Does the library make available appropriate reference, research, and information resources to provide basic support for this program?

Yes No

SUMMARY

The institution is not in compliance with the *Accreditation Criteria* in the following areas:

There are no areas of non-compliance.



QUALITY ASSURANCE MONITORING: READINESS REPORT
ACADEMIC ASSOCIATE'S DEGREE IN LE CORDON BLEU CULINARY ARTS

LE CORDON BLEU COLLEGE OF CULINARY ARTS

2450 Del Paso Road, Suite 150

Sacramento, CA 90028

ACICS ID Code: 00023522

Ms. Kimberly Velasquez Market President (KVelasquez@sacramento.chefs.edu)

ACICSINFO@sacramento.chefs.edu

MAIN

Le Cordon Bleu College of Culinary Arts

Austin, Texas

ACICS ID Code: 00021352

June 18, 2014

Projected Enrollment in the New Program During Its First Year of Operation: 8

Chef William Roy	Culinary Arts Specialist	International Culinary School at the Art Institute at the Art Institute	Indianapolis, IN
Ms. Chinita Obi	ACICS Coordinator	ACICS	Washington, DC

REPORT QUESTIONS

MISSION

- R.01 Is the mission statement appropriate for the type of new credential offered?
 Yes No

RELATIONS WITH STUDENTS

- R.02 Does the campus have appropriate admissions criteria for this program?
 Yes No
- R.03 Are there any admissions requirements unique to this program?
 Yes No

EDUCATIONAL ACTIVITIES

- R.04 Is licensure, certification or registration required to practice in the specific career field?
 Yes No (*Skip to Question R.06.*)
- R.06 Who is assigned to administer all academic programs, and what are this person's qualifications?
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(NACES) to determine the equivalency of the degree to degrees awarded by institutions in the United States?

- Yes No
 Not Applicable (no faculty hold foreign transcripts)

R.24 What is the campus' plan to continue to provide qualified faculty to teach in the new program?

In interviews with president and director of education, the team found that the campus is looking at hiring two more instructors to teach new courses in the culinary program. They are requiring them to hold a bachelor's degree and have certification or affiliation with the American Culinary Foundation. Understanding that the academic associate's degree level requires higher qualifications, the campus is encouraging current faculty who do not have bachelor's degrees, but are qualified based on demonstrated current professional experience, industry certifications and academic experience, to attain higher credentials and each is currently enrolled in a bachelor's degree program. The campus is also taking the step, moving forward, to receive transcripts from faculty prior to making offers to ensure completion of programs. Faculty members who wish to join the ACF do so on their own, so that they can take the membership with them if they move on. The campus will cover costs for related certifications, however.

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FOR ACADEMIC ASSOCIATE'S DEGREES ONLY

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LIBRARY, INSTRUCTIONAL RESOURCES, AND TECHNOLOGY

FOR OCCUPATIONAL ASSOCIATES, ACADEMIC ASSOCIATE'S, BACHELOR'S, MASTER'S, AND DOCTORAL DEGREES ONLY

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FOR ACADEMIC ASSOCIATE'S, BACHELOR'S, MASTER'S AND DOCTORAL DEGREES ONLY

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Project, an online application designed to allow students to build digital guides for areas of interest in the program. The library is currently a shared resource center with the International Academy of Design and Technology (IADT) and is staffed full time by Ms. Kathleen Rainey. IADT is in teach out and Le Cordon Bleu plans to retain Ms. Rainey when the IADT programs have phased out. LCB also has a regional librarian on staff to provide additional support.

R.70 Describe any full-text online collections available to students:

The students have access to 37 full text databases, via Ebsco, Credo, Gale, and Hoovers Pro. Those specific to the culinary and baking programs include: Culinary Arts Collection, Hospitality and Tourism Complete, and Food Science Source. Students also have access to databases that include, but are not limited to, eBook Collection, Academic Search Premier, and Proquest Newstand.

FOR ACADEMIC ASSOCIATE'S AND BACHELOR'S DEGREES ONLY

R.71 Is there a professionally trained individual (holds a bachelor's or master's degree in library or information science or a comparable program, or state certification to work as a librarian, where applicable) on staff who supervises and manages the library and instructional resources, facilitates their integration into all phases of the campus' curricular and educational offerings, and assists students in their use?

Yes No

R.72 Is documentation on file to evidence the librarian participates in professional growth activities?

Yes No

R.73 Who is the on-site librarian, what are this person's qualifications, and what are his or her hours on-site?

The on-site librarian is Ms. Kathleen Rainey. Ms. Rainey has a master's degree in library science from Rutgers University in Piscataway, New Jersey; a bachelor's degree in communication from Glassboro State College (currently known as Rowan University) in Glassboro, New Jersey; and an associate's degree in education media technology from Burlington County College, in Pemberton, New Jersey. Ms. Rainey is on-site from 9 am to 6 pm. The library is open until 7:30 pm and is staffed during evening hours by three work study students, who have had initial training and also receive continuous training from Ms. Rainey. Ms. Rainey has additional support from Ms. Sharon Tani, regional librarian.

R.74 Is there a trained individual, who is competent to both use and aid in the use of library technologies and resources, on duty to supervise the library and to assist students with library functions during scheduled library hours?

Yes No

R.75 Does the library make available appropriate reference, research, and information resources to provide basic support for this program?

Yes No

SUMMARY

The institution is not in compliance with the *Accreditation Criteria* in the following areas:

There are no areas of non-compliance.



QUALITY ASSURANCE MONITORING: OUT OF SCOPE REPORT

Academic Associate's Degree in Le Cordon Bleu Culinary Arts

CAMPUS

**Le Cordon Bleu College of Culinary Arts - St. Louis
7898 Veterans Memorial Parkway, St. Peters, MO 63376
ACICS ID Code: 00024557**

Chef Vicki Davenport, Interim Campus Director (mdavenport@stlouis.chefs.edu)
(acicsinfo@stlouis.chefs.edu)

MAIN

**Le Cordon Bleu College of Culinary Arts
3110 Esperanza Crossing, Suite 100
Austin, TX 78758-3647
ACICS ID Code: 00021352**

June 5, 2014

Date Program Began: April 7, 2014
Current Total Enrollment: 14 in culinary
Current CAR Program Retention: N/A

Mr. Antony Osborne	Specialist	Dean of Culinary	Birmingham, AL
Name	Staff Representative	ACICS	Washington, DC

REPORT QUESTIONS

RELATIONS WITH STUDENTS

N.01 Does the campus have appropriate admissions criteria for this program?

Yes No

N.02 Does the admissions policy conform to the campus' mission?

Yes No

N.03 Give the page number in the campus catalog on which the admissions policy can be found.

The admissions policy can be found on page 56 of the catalog.

N.04 Is the admissions policy administered as written?

Yes No

N.05 Are the admissions requirements appropriate for the new program?

Yes No

N.06 Are there any admissions requirements unique to this program?

Yes No

N.07 Describe how the campus offers employment assistance to all students in the new program.

The career services department hosts a one hour session in each six-week course to assist students with skills for job preparation. These include job search training, interview skills, appropriate behaviors in an interview and having a successful externship experience. The office is open to all students Monday -Friday from 9 a.m. to 6 p.m. for additional assistance in job interview preparation and resume assistance. The office posts information on the online student portal that students can access upon their login.

Is this appropriate?

Yes No Not Applicable (campus enrolls only international students on a student visa)

N.08 Was the team able to verify the backup documentation to support the placement rate for this program as reported on the Campus Accountability Report?

Yes No Not Applicable (there have been no graduates)

How many contacts to employers or graduates were attempted?

There are no graduates of the program.

How many of these attempts were successful contacts?

There are no graduates of the program.

How many of the successful contacts confirmed the employment of the graduate as reported on the CAR? Please explain any discrepancy between the number of successful contacts and confirmations.

There are no graduates of the program.

- N.09 Was documentation on file to verify graduates classified on the CAR as “not available for placement”?
 Yes No Not Applicable

EDUCATIONAL ACTIVITIES

- N.10 Is licensure, certification or registration required to practice in the specific career field?
 Yes No (*Skip to Question N.11.*)

- N.11 Does the program require specialized programmatic accreditation to obtain entry-level employment or licensure by the state in which the campus is approved?
 Yes No (*Skip to question N.12*)

- N.12 Who is assigned to administer all academic programs, and what are this person’s qualifications?

Chef Vicki Davenport is assigned to administer all academic programs. Ms. Davenport has a bachelor's degree in corporate and industrial communication and a master's degree in business administration from Lindenwood College in St. Charles, Missouri. She also holds a master's in education from American Intercontinental University. In addition to her education the chef has several years of experience working in the hospitality field as a pastry chef. She has worked at Le Cordon Bleu St. Louis as a purchasing coordinator, an instructor, and now serves as the school's director of education and as interim campus director.

- N.13 Does this individual possess appropriate academic or experiential qualifications?
 Yes No

- N.14 Who is assigned to administer the new program (e.g., program chair or lead instructor), and what are this person’s qualifications?

Maria "Vicki" Davenport is employed as the Executive Chef/Director of Education for the program. Chef Davenport holds a master's degree in education with a specialization in curriculum and instruction for educators from American Intercontinental University, as well as a master's degree in business administration and a bachelors degree in corporate and industrial communication from Lindenwood College. In addition to her education, the chef has several years of experience working in the hospitality field as a pastry chef.

- N.15 Does this individual possess appropriate academic or experiential qualifications?
 Yes No

- N.16 Is there evidence that the program administrator has sufficient authority and responsibility for the development and administration of the educational program(s)?
 Yes No

- N.17 Are the time and resources devoted to the administration of the educational program(s) sufficient?
 Yes No

N.18 Is the program consistent with the campus' mission and the needs of its students?

Yes No

N.19 List the community resources and describe how they are utilized to enrich the program.

Le Cordon Bleu - St Louis utilizes a variety of educational resources to enrich this program. This is accomplished by means of the program Curriculum Committee, which is comprised of the Vice President of Academics Culinary SBU; the Vice President of Culinary Education, the Director of Culinary Education, and Executive Chefs of seven other Le Cordon Bleu campuses.

The Curriculum Committee meets regularly to review program content and implements program and course content recommended by faculty and LCB's Advisory Board. Test material, quizzes, course syllabi, and lesson plans are assessed, formatted and examined in these meetings, and during Department Meetings. All new curriculum and program updates are addressed at Advisory Board meetings held twice per year.

The LCB Advisory Board members are comprised of local restaurateurs, bakers, chefs, chamber of commerce representatives and national members from the food service and hospitality industries. The committee meets twice yearly to discuss industry trends, training needs, employment issues and also evaluates curriculum, equipment and instructional materials.

N.20 Are these resources sufficient?

Yes No

N.21 Does the curriculum evidence a well-organized sequence of appropriate subjects leading to an occupational objective, an academic credential, or both?

Yes No

N.22 Does the catalog accurately describe the program and its objectives?

Yes No

N.23 If the program includes a practicum, externship, or internship, does the campus have a written and mutually signed agreement that outlines the arrangement between the campus and the practicum site, including specific learning objectives, course requirements, and evaluation criteria?

Yes No Not Applicable (these elements are not part of the program or no student is at the point of needing them)

N.24 Does the program use independent studies?

Yes No (*Skip to Question N.26.*)

N.25 Are independent studies used appropriately, and is there a signed contract that meets Council standards?

Yes No Not Applicable (no students are currently using independent study)

N.26 Are the curriculum and length of the program appropriate to meet the educational and placement objectives of the program?

Yes No

N.27 Are the courses available when needed by the student in the normal pursuit of this program of study?

Yes No

N.28 Are course prerequisites appropriate, are they identified in the catalog and on the course syllabi, and are they being followed?

Yes No

N.29 Is an appropriately detailed syllabus on file for each course that includes:

(a) Title and course descriptions

Yes No

(b) Course numbers

Yes No

(c) Course prerequisites and/or corequisites

Yes No

(d) Instructional contact hours/credits

Yes No

(e) Learning objectives

Yes No

(f) Instructional materials and references

Yes No

(g) Topical outline of the course

Yes No

(h) Instructional methods

Yes No

(i) Assessment criteria

Yes No

(j) Method of evaluating students

Yes No

(k) Date the syllabus was last reviewed

Yes No

N.30 Do students confirm that they receive a course syllabus and that it is followed?

Yes No

N.31 Is credit appropriately converted in relation to total student contact/clock hours in each class?

Yes No

N.32 Are courses and breaks scheduled appropriately, given the students' academic background and the coursework involved?

Yes No

N.33 Are the following appropriate to adequately support the new program?

(a) Facilities.

Yes No

(b) Instructional equipment.

Yes No

(c) Resources.

Yes No

(d) Support for modes of instructional delivery.

Yes No

(e) Personnel.

Yes No

N.34 Does the campus comply with applicable copyright laws in the use of instructional materials?

Yes No

N.35 Are the following elements appropriately incorporated into the instructional components of the program?

(a) Systematic planning.

Yes No

(b) Well-defined instructional objectives.

Yes No

(c) The selection and use of appropriate and current learning materials.

Yes No

(d) Appropriate modes of instructional delivery.

Yes No

(e) The use of appropriate assessment strategies.

Yes No

(f) The use of appropriate experiences.

Yes No

N.36 Are official transcripts for all credentials held on file for all instructors in the program?

Yes No

N.37 Have all foreign transcripts been translated into English and evaluated by a member of Association of International Credential Evaluators (AICE) or the National Association of Credential Evaluation Services (NACES) to determine the equivalency of the credentials to credentials awarded by institutions in the United States?

Yes No Not Applicable (no faculty members hold foreign credentials)

N.38 Is there documented evidence of a systematic program of in-service training at the campus?

Yes No

If Yes, how is this documented?

Faculty meetings are held at regular intervals. Faculty are asked to sign-in and these are kept as records of attendance.

N.39 Is there evidence that appropriate faculty development plans have been developed and implemented on an annual basis, including documentation to support completed activities listed on the plans?

Yes No

N.40 Is there evidence that full-time and part-time instructors in this program participate in regularly scheduled faculty meetings?

Yes No

FOR NONDEGREE, OCCUPATIONAL ASSOCIATE'S, ACADEMIC ASSOCIATE'S, AND BACHELOR'S DEGREES ONLY

N.42 Do the faculty members' qualifications meet the minimum requirements outlined in the *Accreditation Criteria*, and are their qualifications academically and experientially appropriate to the subject matter they teach and the level of the credential awarded?
 Yes No

N.43 Is the size of the faculty appropriate?
 Yes No

FOR ACADEMIC ASSOCIATE'S, BACHELOR'S, MASTER'S and DOCTORAL DEGREES ONLY

N.44 Are the teaching loads reasonable, and do they meet *Criteria* requirements?
 Yes No

FOR ACADEMIC ASSOCIATE'S DEGREES ONLY

N.55 Is the number of hours required to complete the program at least 60 semester hours, 90 quarter hours, or their equivalent, earned over a period of at least four semesters, six quarters, or the equivalent?
 Yes No

N.56 Is there a minimum of 30 semester hours, 45 quarter hours, or their equivalent in courses within the area of concentration and a minimum of 15 semester hours, 22.5 quarter hours, or their equivalent in general education courses?
 Yes No

N.57 Are all general education courses appropriate for the program and do they meet Council standards?
 Yes No

N.58 Identify the page number in the catalog where the courses that satisfy the concentration and general education requirements can be found.

The requirements for the program in culinary arts can be found on page 33 of the 2014-2015 Le Cordon Bleu catalog.

N.59 Does the curriculum quantitatively and qualitatively approximate the standards at other collegiate institutions offering the same degree?
 Yes No

N.60 Is there evidence that curricular offerings require the appropriate use of library resources?
 Yes No

N.61 Is enrollment in the second academic year of the two-year program sufficient to support regularly scheduled classes?
 Yes No Not Applicable (no students in the second year)

N.62 Are at least one-half of all subjects that are part of the associate's degree taught by faculty members who have graduate degrees, professional degrees, or bachelor's degrees plus professional certification?

Yes No

PUBLICATIONS

N.99 Do the catalog and other publications accurately describe the new program?

Yes No

N.100 Is the course-numbering system adequately explained in the catalog?

Yes No

LIBRARY, INSTRUCTIONAL RESOURCES, AND TECHNOLOGY

FOR OCCUPATIONAL ASSOCIATE'S, ACADEMIC ASSOCIATE'S, BACHELOR'S, MASTER'S, AND DOCTORAL DEGREES ONLY

N.106 Is the campus' established annual budget appropriate for the program, and is the allocation appropriately expended for the purchase of books, periodicals, library equipment, and other resource and reference materials?

Yes No

N.107 What is the amount of the current year's library budget that has been allocated for the program?

\$3000 has been allotted for the new program.

N.108 What portion of the current year's library budget for the program has been spent and how has the money been allocated?

Approximately 83% of the library budget has been spent.

N.109 Describe how faculty have involvement in the selection of library resources.

Chef David Frattini serves as the on-site faculty library liaison. Faculty members give Chef Frattini their requests which he shares with the campus director, Chef Davenport, and the Le Cordon Bleu corporate librarian.

FOR ACADEMIC ASSOCIATE'S, BACHELOR'S, MASTER'S, AND DOCTORAL DEGREES ONLY

N.110 Who is the on-site librarian, what are this person's qualifications, and what are his or her hours on-site?

The campus library is staffed by student workers who are trained by the Le Cordon Bleu regional librarian, Ms. Laura Rice. Ms. Rice holds a master's degree in information and library science from Dominican University in River Forest, Illinois. The library is open from 9 a.m. to 9 p.m. Monday through Thursday, 9 a.m. to 5p.m. on Fridays and Saturdays by request. The student workers have access to online librarians that are shared between the Le Cordon Bleu schools to assist students with help beyond accessing databases. In addition, Ms. Rice is available Monday through Friday 8 a.m. to 5 p.m. to assist with other student needs.

N.111 Is there a professionally trained individual on staff that is responsible for:

(a) Supervising and managing the library and instructional resources?

Yes No

(b) Facilitating the integration of instructional resources into all phases of the campus' curricular and educational offerings?

Yes No

(c) Assisting students in the use of instructional resources?

Yes No

N.112 Is documentation on file to evidence the librarian participates in professional growth activities?

Yes No

N.113 Are students adequately trained to utilize resources as part of their learning process?

Yes No

N.114 Is the Dewey Decimal, Library of Congress, or other appropriate system of classification used to organize the library materials?

Yes No

N.115 Are records of physical and/or online resources and circulation accurate and up-to-date?

Yes No

N.116 Are the library holdings, including full-text online collections, up-to-date and adequate for the new program?

Yes No

N.117 Describe any full-text online collections available to students:

The full-text online collections available to students include: Academic Search Primerie, Food Science Source, Hospitality and Culinary Complete, InfoTrac, Credo, and EBSCOhost.

N.118 Does the library collection include holdings in the humanities, arts, social sciences, and sciences, including mathematics?

Yes No Not Applicable (program does not include general education courses)

N.119 Are the hours the library is open adequate to accommodate the needs of all students?

Yes No

N.120 Are all individuals who supervise the library and assist students with library functions well-trained and competent in both using and aiding in the use of the library technologies and resources?

Yes No

N.121 Does the library make available appropriate reference, research, and information resources to provide basic support for this program?

Yes No

SUMMARY

There are no areas of non-compliance.

RECOMMENDATIONS

The evaluation team offers the following recommendation(s) for the institution's consideration (*Recommendations are not included in the report seen by the Council*):

- The team suggests that the school looks into a more consistent format for all course homework assignments and how this data is captured.
- The team would like to make a strong recommendation that Le Cordon Bleu rectifies the current externship situation with Chef Cheyney Andrews, to allow him to complete his associates degree.
- All NEHA proctors should have some form of certification on file to validate that they are qualified to teach this class.
- The team suggests that a bio is kept on file for all advisory board members and guest speakers.



QUALITY ASSURANCE MONITORING: OUT OF SCOPE REPORT

Academic Associate's Degree in Le Cordon Bleu Patisserie & Baking

CAMPUS

**Le Cordon Bleu College of Culinary Arts - St. Louis
7898 Veterans Memorial Parkway, St. Peters, MO 63376
ACICS ID Code: 00024557**

Chef Vicki Davenport, Interim Campus Director (mdavenport@stlouis.chefs.edu)
(acicsinfo@stlouis.chefs.edu)

MAIN

**Le Cordon Bleu College of Culinary Arts
3110 Esperanza Crossing, Suite 100
Austin, TX 78758-3647
ACICS ID Code: 00021352**

June 5, 2014

Date Program Began: April 7, 2014
Current Total Enrollment: 5
Current CAR Program Retention: N/A

Mr. Antony Osborne	Specialist	Dean of Culinary	Birmingham, AL
Name	Staff Representative	ACICS	Washington, DC

REPORT QUESTIONS

RELATIONS WITH STUDENTS

N.01 Does the campus have appropriate admissions criteria for this program?

Yes No

N.02 Does the admissions policy conform to the campus' mission?

Yes No

N.03 Give the page number in the campus catalog on which the admissions policy can be found.

The admissions policy can be found on page 56 of the catalog.

N.04 Is the admissions policy administered as written?

Yes No

N.05 Are the admissions requirements appropriate for the new program?

Yes No

N.06 Are there any admissions requirements unique to this program?

Yes No

N.07 Describe how the campus offers employment assistance to all students in the new program.

The career services department hosts a one hour session in each six-week course to assist students with skills for job preparation. These include job search training, interview skills, appropriate behaviors in an interview and having a successful externship experience. The office is open to all students Monday -Friday from 9 a.m. to 6 p.m. for additional assistance in job interview preparation and resume assistance. The office posts information on the online student portal that students can access upon their login.

Is this appropriate?

Yes No Not Applicable (campus enrolls only international students on a student visa)

N.08 Was the team able to verify the backup documentation to support the placement rate for this program as reported on the Campus Accountability Report?

Yes No Not Applicable (there have been no graduates)

How many contacts to employers or graduates were attempted?

There are no graduates of the program.

How many of these attempts were successful contacts?

There are no graduates of the program.

How many of the successful contacts confirmed the employment of the graduate as reported on the CAR? Please explain any discrepancy between the number of successful contacts and confirmations.

There are no graduates of the program.

- N.09 Was documentation on file to verify graduates classified on the CAR as “not available for placement”?
 Yes No Not Applicable

EDUCATIONAL ACTIVITIES

- N.10 Is licensure, certification or registration required to practice in the specific career field?
 Yes No (*Skip to Question N.11.*)

- N.11 Does the program require specialized programmatic accreditation to obtain entry-level employment or licensure by the state in which the campus is approved?
 Yes No (*Skip to question N.12*)

- N.12 Who is assigned to administer all academic programs, and what are this person’s qualifications?

Chef Vicki Davenport is assigned to administer all academic programs. Ms. Davenport has a bachelor's degree in corporate and industrial communication and a master's degree in business administration from Lindenwood College in St. Charles, Missouri. She also holds a master's in education from American Intercontinental University. In addition, to her education the chef has several years of experience working in the hospitality field as a pastry chef. She has worked at Le Cordon Bleu St. Louis as a purchasing coordinator, an instructor, and now serves as the school's director of education and as interim campus director.

- N.13 Does this individual possess appropriate academic or experiential qualifications?
 Yes No

- N.14 Who is assigned to administer the new program (e.g., program chair or lead instructor), and what are this person’s qualifications?

Maria "Vicki" Davenport is employed as the Executive Chef/Director of Education for the program. Chef Davenport holds a master's degree in education with a specialization in curriculum and instruction for educators from American Intercontinental University, as well as a master's degree in business administration and a bachelors degree in corporate and industrial communication from Lindenwood College. In addition to her education, the chef has several years of experience working in the hospitality field as a pastry chef.

- N.15 Does this individual possess appropriate academic or experiential qualifications?
 Yes No

- N.16 Is there evidence that the program administrator has sufficient authority and responsibility for the development and administration of the educational program(s)?
 Yes No

- N.17 Are the time and resources devoted to the administration of the educational program(s) sufficient?
 Yes No

N.18 Is the program consistent with the campus' mission and the needs of its students?

Yes No

N.19 List the community resources and describe how they are utilized to enrich the program.

Le Cordon Bleu - St Louis utilizes a variety of educational resources to enrich this program. This is accomplished by means of the program Curriculum Committee, which is comprised of the Vice President of Academics Culinary SBU; the Vice President of Culinary Education, the Director of Culinary Education, and Executive Chefs of seven other Le Cordon Bleu campuses.

The Curriculum Committee meets regularly to review program content and implements program and course content recommended by faculty and LCB's Advisory Board. Test material, quizzes, course syllabi, and lesson plans are assessed, formatted and examined in these meetings, and during Department Meetings. All new curriculum and program updates are addressed at Advisory Board meetings held twice per year.

The LCB Advisory Board members are comprised of local restaurateurs, bakers, chefs, chamber of commerce representatives and national members from the food service and hospitality industries. The committee meets twice yearly to discuss industry trends, training needs, employment issues and also evaluates curriculum, equipment and instructional materials.

N.20 Are these resources sufficient?

Yes No

N.21 Does the curriculum evidence a well-organized sequence of appropriate subjects leading to an occupational objective, an academic credential, or both?

Yes No

N.22 Does the catalog accurately describe the program and its objectives?

Yes No

N.23 If the program includes a practicum, externship, or internship, does the campus have a written and mutually signed agreement that outlines the arrangement between the campus and the practicum site, including specific learning objectives, course requirements, and evaluation criteria?

Yes No Not Applicable (these elements are not part of the program or no student is at the point of needing them)

N.24 Does the program use independent studies?

Yes No (*Skip to Question N.26.*)

N.25 Are independent studies used appropriately, and is there a signed contract that meets Council standards?

Yes No Not Applicable (no students are currently using independent study)

N.26 Are the curriculum and length of the program appropriate to meet the educational and placement objectives of the program?

Yes No

N.27 Are the courses available when needed by the student in the normal pursuit of this program of study?

Yes No

N.28 Are course prerequisites appropriate, are they identified in the catalog and on the course syllabi, and are they being followed?

Yes No

N.29 Is an appropriately detailed syllabus on file for each course that includes:

(a) Title and course descriptions

Yes No

(b) Course numbers

Yes No

(c) Course prerequisites and/or corequisites

Yes No

(d) Instructional contact hours/credits

Yes No

(e) Learning objectives

Yes No

(f) Instructional materials and references

Yes No

(g) Topical outline of the course

Yes No

(h) Instructional methods

Yes No

(i) Assessment criteria

Yes No

(j) Method of evaluating students

Yes No

(k) Date the syllabus was last reviewed

Yes No

N.30 Do students confirm that they receive a course syllabus and that it is followed?

Yes No

N.31 Is credit appropriately converted in relation to total student contact/clock hours in each class?

Yes No

N.32 Are courses and breaks scheduled appropriately, given the students' academic background and the coursework involved?

Yes No

N.33 Are the following appropriate to adequately support the new program?

(a) Facilities.

Yes No

(b) Instructional equipment.

Yes No

(c) Resources.

Yes No

(d) Support for modes of instructional delivery.

Yes No

(e) Personnel.

Yes No

N.34 Does the campus comply with applicable copyright laws in the use of instructional materials?

Yes No

N.35 Are the following elements appropriately incorporated into the instructional components of the program?

(a) Systematic planning.

Yes No

(b) Well-defined instructional objectives.

Yes No

(c) The selection and use of appropriate and current learning materials.

Yes No

(d) Appropriate modes of instructional delivery.

Yes No

(e) The use of appropriate assessment strategies.

Yes No

(f) The use of appropriate experiences.

Yes No

N.36 Are official transcripts for all credentials held on file for all instructors in the program?

Yes No

N.37 Have all foreign transcripts been translated into English and evaluated by a member of Association of International Credential Evaluators (AICE) or the National Association of Credential Evaluation Services (NACES) to determine the equivalency of the credentials to credentials awarded by institutions in the United States?

Yes No Not Applicable (no faculty members hold foreign credentials)

N.38 Is there documented evidence of a systematic program of in-service training at the campus?

Yes No

If Yes, how is this documented?

Faculty meetings are held at regular intervals. Faculty are asked to sign-in and these are kept as records of attendance.

N.39 Is there evidence that appropriate faculty development plans have been developed and implemented on an annual basis, including documentation to support completed activities listed on the plans?

Yes No

N.40 Is there evidence that full-time and part-time instructors in this program participate in regularly scheduled faculty meetings?

Yes No

FOR NONDEGREE, OCCUPATIONAL ASSOCIATE'S, ACADEMIC ASSOCIATE'S, AND BACHELOR'S DEGREES ONLY

- N.42 Do the faculty members' qualifications meet the minimum requirements outlined in the *Accreditation Criteria*, and are their qualifications academically and experientially appropriate to the subject matter they teach and the level of the credential awarded?
 Yes No
- N.43 Is the size of the faculty appropriate?
 Yes No

FOR ACADEMIC ASSOCIATE'S, BACHELOR'S, MASTER'S and DOCTORAL DEGREES ONLY

- N.44 Are the teaching loads reasonable, and do they meet *Criteria* requirements?
 Yes No

FOR ACADEMIC ASSOCIATE'S DEGREES ONLY

- N.55 Is the number of hours required to complete the program at least 60 semester hours, 90 quarter hours, or their equivalent, earned over a period of at least four semesters, six quarters, or the equivalent?
 Yes No
- N.56 Is there a minimum of 30 semester hours, 45 quarter hours, or their equivalent in courses within the area of concentration and a minimum of 15 semester hours, 22.5 quarter hours, or their equivalent in general education courses?
 Yes No
- N.57 Are all general education courses appropriate for the program and do they meet Council standards?
 Yes No
- N.58 Identify the page number in the catalog where the courses that satisfy the concentration and general education requirements can be found.
 The requirements for the program in patisserie and baking arts can be found on page 34 of the 2014-2015 Le Cordon Bleu catalog.
- N.59 Does the curriculum quantitatively and qualitatively approximate the standards at other collegiate institutions offering the same degree?
 Yes No
- N.60 Is there evidence that curricular offerings require the appropriate use of library resources?
 Yes No
- N.61 Is enrollment in the second academic year of the two-year program sufficient to support regularly scheduled classes?
 Yes No Not Applicable (no students in the second year)