



## 2012 Institutional Self-Study Report | Appendix B

presented to the Higher Learning Commission  
of the North Central Association of Colleges and Schools  
November 2011

*Comprehensive Visit February 13-15, 2012*



# Institutional Snapshot

## STUDENT DEMOGRAPHY HEADCOUNTS

### UNDERGRADUATE ENROLLMENTS BY CLASS LEVELS

SEMESTER	FRESHMAN	SOPHOMORE
Fall 2008	4,544	3,060
Fall 2009	5,138	3,225
Fall 2010	4,095	4,019

### UNDERGRADUATE ENROLLMENTS BY DEGREE SEEKING STATUS

FALL 2008 (AS OF OCTOBER 15, 2008)		
DEGREE/CERTIFICATE SEEKING	MEN	WOMEN
Non-resident alien	9	12
Black or African American	105	250
American Indian or Alaska Native	15	25
Asian/Pacific Islander	21	33
Hispanic/Latino	35	68
White	1,123	2,431
Race and ethnicity unknown	136	272
Non-degree/Non-certificate Seeking		
Non-resident alien	2	0
Black or African American	18	45
American Indian or Alaska Native	2	3
Asian/Pacific Islander	7	9
Hispanic/Latino	5	14
White	249	507
Race and ethnicity unknown	63	116

FALL 2009 (AS OF OCTOBER 15, 2009)		
DEGREE/CERTIFICATE SEEKING	MEN	WOMEN
Non-resident alien	2	8
Black or African American	149	294
American Indian or Alaska Native	27	41
Asian/Pacific Islander	21	20
Hispanic/Latino	50	85
White	1,285	2,513
Race and ethnicity unknown	199	332
NON-DEGREE/NON-CERTIFICATE SEEKING		
Non-resident alien	1	3
Black or African American	15	32
American Indian or Alaska Native	5	6
Asian/Pacific Islander	2	4
Hispanic/Latino	4	13
White	149	350
Race and ethnicity unknown	158	208

FALL 2010 (AS OF OCTOBER 15, 2010)		
DEGREE/CERTIFICATE SEEKING	MEN	WOMEN
Non-resident alien	5	13
Black or African American	195	361
American Indian or Alaska Native	20	22
Asian	25	48
Pacific Islander	0	0
Hispanic/Latino	62	113
White	1,472	2,782
Two or more races	52	74
Race and ethnicity unknown	57	122
Non-degree/Non-certificate Seeking		
Non-resident alien	1	4
Black or African American	16	29
American Indian or Alaska Native	2	3
Asian	8	8
Pacific Islander	0	0
Hispanic/Latino	5	13
White	207	455
Two or more races	3	5
Race and ethnicity unknown	29	40

## GRADUATE/PROFESSIONAL STUDENTS BY DEGREE SEEKING STATUS

Not Applicable

## AGE RANGE OF UNDERGRADUATE STUDENTS

SEMESTER	24 AND UNDER	25 AND OVER
Fall 2008	2,931	2,643
Fall 2009	3,036	2,940
Fall 2010	3,081	3,170

## NUMBER OF CREDIT-SEEKING STUDENTS BY RESIDENCY STATUS WHO CAME TO A CAMPUS OR SITE FOR INSTRUCTION

SEMESTER	IN-DISTRICT	OUT-OF-DISTRICT	NON-US RESIDENT
Fall 2008	3,912	2,702	69
Fall 2009	4,065	3,137	68
Fall 2010	4,279	2,783	105

## STUDENT RETENTION AND ADMISSIONS

### NUMBER OF APPLICATIONS, ACCEPTANCES, AND MATRICULATIONS FOR ENTERING STUDENTS

Kellogg Community College maintains an open admissions policy. Thus the number of acceptances is the same as the number of applicants.

SEMESTER	TOTAL APPLICATIONS RECEIVED	APPLICANTS MATRICULATED	PERCENT MATRICULATED
Fall 2008	5,244	1,728	33.0
Fall 2009	5,852	2,137	36.5
Fall 2010	4,832	1,838	38.0

### STANDARDIZED TEST SCORES AS A CONDITION OF ADMISSION

Kellogg Community College does not require any standardized test scores as a condition of admission.

## FINANCIAL ASSISTANCE FOR STUDENTS

### WHAT PERCENTAGES OF YOUR UNDERGRADUATE AND OF YOUR GRADUATE STUDENTS APPLIED FOR ANY TYPE OF FINANCIAL ASSISTANCE?

Kellogg Community College does not have graduate students.

SEMESTER	UNDULICATED HEADCOUNT OF CREDIT STUDENTS	UNDULICATED HEADCOUNT OF CREDIT STUDENTS APPLYING FOR FINANCIAL AID	PERCENTAGE OF STUDENTS APPLYING FOR FINANCIAL AID
Fall 2008	7,604	4,275	56.2
Fall 2009	8,363	4,810	57.5
Fall 2010	8,316	5,059	60.8

WHAT PERCENTAGES OF YOUR UNDERGRADUATE AND OF YOUR GRADUATE STUDENTS APPLIED FOR ANY TYPE OF FINANCIAL ASSISTANCE?

	UNDUPLICATED HEADCOUNT OF CREDIT STUDENTS	NUMBER RECEIVING FINANCIAL AID	PERCENTAGE OF STUDENTS RECEIVING FINANCIAL AID
<b>FALL 2008</b>			
Loans	7,604	1,444	19.0
Work Study	7,604	119	1.6
Scholarships/Grants	7,604	3,411	44.9
Unduplicated Totals	7,604	4,101	53.9
<b>FALL 2009</b>			
Loans	8,363	1,908	22.8
Work Study	8,363	109	1.3
Scholarships/Grants	8,363	3,881	46.4
Unduplicated Totals	8,363	3,570	42.7
<b>FALL 2010</b>			
Loans	8,316	2,149	25.8
Work Study	8,316	0	0
Scholarships/Grants	8,316	4,411	53.0
Unduplicated Totals	8,316	4,920	59.2

USING THE FORMULA CITED BELOW, WHAT WAS THE TUITION DISCOUNT RATE (TDR) FOR UNDERGRADUATE AND GRADUATE STUDENT POPULATION?

Kellogg Community College does not offer a discounted tuition rate.

STUDENT RETENTION AND PROGRAM PRODUCTIVITY

WHAT PERCENTAGE OF YOUR FIRST-TIME, FULL-TIME ENTERING UNDERGRADUATE STUDENTS IN THE PREVIOUS YEAR RETURNED FOR STUDY DURING THE FALL SEMESTER ON WHICH THIS REPORT IS BASED?

Please provide the following data in aggregate and with breakdowns by race/ethnicity per IPEDS categories.

RACE AND ETHNICITY	NUMBER ENTERING FALL 2009	NUMBER RETURNING FALL 2010	PERCENT RETAINED
Non-resident alien			
American Indian or Alaska Native	2	2	100.0
Asian	6	5	83.3
Black or African American	41	24	58.5
Hispanic/Latino	20	11	55.0
Native Hawaiian/Other Pacific Islander			
White	417	277	66.4
Two or more races	21	7	33.3
Race and ethnicity unknown	94	11	11.7
<b>TOTALS</b>	601	337	56.1

HOW MANY STUDENT EARNED GRADUATE OR PROFESSIONAL DEGREES DURING THE PAST YEAR, AND WHAT WAS THE DISTRIBUTION BY RACE/ETHNICITY PER IPEDS CATEGORIES?

Kellogg Community College does not award graduate or professional degrees.

REPORT THE NUMBER OF GRADUATES IN THE PREVIOUS ACADEMIC YEAR BY COLLEGE/ PROGRAM IN KEEPING WITH THE FOLLOWING CLASSIFICATION OF INSTRUCTIONAL PROGRAMS (CIP) CODES.

2009–10 GRADUATES BY CIP CODE				
PROGRAM	CIP CODES	CERTIFICATE	ASSOCIATE DEGREE	TOTAL
Architecture Engineering Engineering Technology	4, 14, 15	6	23	29
Biological Sciences Physical Science	26, 40, 41	0	0	0
Business	52	26	75	101
Communications Communication Technology Fine Arts	9, 10, 50	3	2	5
Education Library Science	13, 21, 25	0	0	0
Humanities Interdisciplinary	5, 16, 23, 24, 30, 38, 39, 54	0	406	406
Health	51	61	353	414
Law	22	4	7	11
Mathematics Computer Science	11, 27	5	2	7
Military Technology Protective Services	29, 43	12	22	34
Personal Services Consumer Services Fitness	12, 19, 31	6	33	39
Psychology Social Sciences Services	42, 44, 45	7	15	22
Trades Production Transportation Health	46, 47, 48, 49	43	7	50

## PASS RATES OF UNDERGRADUATE, AND GRADUATE/PROFESSIONAL STUDENTS SITTING FOR LICENSURE EXAMINATIONS

	NUMBER ATTEMPTING	NUMBER PASSING	PASS RATE
<b>CRIMINAL JUSTICE – LAW ENFORCEMENT</b>			
Michigan Commission on Law Enforcement Standards (MCOLES)			
2008-09	21	21	100.0
2009-10	7	7	100.0
<b>FIRE SCIENCE</b>			
Michigan Fire Fighter Training Council Practical Skills & Test Evaluation			
2008-09	3	2	66.7
2009-10	0	0	
<b>DENTAL HYGIENE</b>			
National Dental Hygiene Board Examination			
2008-09	22	22	100.0
2009-10	22	20	90.9
<b>BASIC EMERGENCY TECHNICIAN</b>			
National Registry of Emergency Medical Technicians			
2008-09	1	0	0.0
2009-10	5	2	40.0
<b>ADVANCED EMERGENCY MEDICAL TECHNICIAN</b>			
National Registry of Emergency Medical Technicians			
2008-09	1	1	100.0
2009-10	1	1	100.0
<b>EMERGENCY MEDICAL SERVICES</b>			
National Registry of Emergency Medical Technicians			
2008-09	4	2	50.0
2009-10	4	3	75.0
<b>PHYSICAL THERAPIST ASSISTANT</b>			
National Physical Therapy Exam			
2008-09	5	5	100.0
2009-10	17	16	94.12
<b>RADIOGRAPHER</b>			
American Registry of Radiologic Technologist Certification			
2008-09	19	19	100.0
2009-10	17	16	94.1
<b>MEDICAL LABORATORY TECHNICIAN (MLT)</b>			
MLT – American Society for Clinical Pathology			
2008-09	19	19	100.0
2009-10	7	7	100.0
<b>REGISTERED NURSE</b>			
NCLEX-RN (National Council Licensure Examination)			
2008-09	82	76	92.7
2009-10	97	93	95.9
<b>PRACTICAL NURSE</b>			
NCLEX-PN (National Council Licensure Examination)			
2008-09	25	25	100.0
2009-10	1	1	100.0



## FACULTY DEMOGRAPHY

### HEADCOUNT OF FACULTY IN THE FULL-TIME AND PART-TIME CATEGORIES ACCORDING TO HIGHEST DEGREE EARNED

DEGREE LEVEL	FALL 2008		FALL 2009		FALL 2010	
	NUMBER OF FULL-TIME FACULTY	NUMBER OF ADJUNCT FACULTY	NUMBER OF FULL-TIME FACULTY	NUMBER OF ADJUNCT FACULTY	NUMBER OF FULL-TIME FACULTY	NUMBER OF ADJUNCT FACULTY
Doctorate	12	NA	10	NA	11	NA
First Professional		NA		NA		NA
Master's	66	NA	66	NA	69	NA
Bachelor's	6	NA	6	NA	6	NA
Associate's		NA		NA		NA
None	2	NA	2	NA	2	NA

### HEADCOUNT OF FACULTY IN THE FULL- AND PART-TIME CATEGORIES BY RANK, GENDER, AND RACE/ETHNICITY

Kellogg Community College faculty do not have rank.

FALL 2008						
	FULL-TIME			PART-TIME		
	M	W	Total	M	W	Total
Non-resident alien						
American Indian or Alaska Native				1		1
Asian American	1		1	3		3
Black or African American	4	3	7	4	5	9
Hispanic/Latino		1				1
Native Hawaiian/Other Pacific Islander						
White	36	41	77	108	127	235
Two or more races				1	1	2
Race and ethnicity unknown				2		2
<b>TOTALS</b>	41	45	86	119	133	252

FALL 2009						
	FULL-TIME			PART-TIME		
	M	W	Total	M	W	Total
Non-resident alien						
American Indian or Alaska Native				1	1	2
Asian American	1		1	1	2	3
Black or African American	3	3	6	7	5	12
Hispanic/Latino				1	1	2
Native Hawaiian/Other Pacific Islander						
White	36	42	78	106	132	235
Two or more races						
Race and ethnicity unknown				4	5	9
<b>TOTALS</b>	40	45	85	120	146	266

FALL 2010						
	FULL-TIME			PART-TIME		
	M	W	Total	M	W	Total
Non-resident alien						
American Indian or Alaska Native				1	1	2
Asian American	1		1	1	2	3
Black or African American	3	3	6	5	9	14
Hispanic/Latino				2	1	3
Native Hawaiian/Other Pacific Islander						
White	35	46	81	100	127	227
Two or more races				1		1
Race and ethnicity unknown				7	8	15
<b>TOTALS</b>	39	49	88	117	148	265

NUMBER OF FACULTY BY COLLEGE/PROGRAM (FULL-TIME AND PART-TIME) IN KEEPING WITH THE FOLLOWING CLASSIFICATION OF INSTRUCTIONAL PROGRAMS (CIP) CODES

INSTRUCTIONAL PROGRAM	FALL 2008			FALL 2009			FALL 2010		
	FULL-TIME	PART-TIME	TOTAL	FULL-TIME	PART-TIME	TOTAL	FULL-TIME	PART-TIME	TOTAL
Architecture, Engineering, Engineering Technology	5	0	5	5	0	5	5	0	5
Biological Science, Physical Science	9	20	29	9	23	32	9	19	28
Business	6	27	33	4	24	28	5	23	28
Communication Technology, Communications, Fine Arts	7	23	30	7	26	33	6	18	24
Humanities, Interdisciplinary	11	21	32	12	31	43	14	15	29
Health	20	52	72	17	50	67	22	66	88
Mathematics, Computer Science	11	18	29	11	20	31	10	11	21
Military Technology, Protective Services	0	15	15	0	20	20	0	33	33
Personal Services, Fitness, Consumer Services	1	21	22	2	29	31	2	22	24
Psychology, Social Sciences, Services	10	42	52	10	42	52	10	40	50
Trades, Production, Transportation Health	6	13	19	6	0	6	5	6	11

## AVAILABILITY OF INSTRUCTIONAL RESOURCES AND INFORMATION TECHNOLOGY

### TECHNOLOGY RESOURCES DEDICATED TO SUPPORTING STUDENT LEARNING

LOCATION	NUMBER OF STUDENT OR LAB COMPUTERS	NUMBER OF EMPLOYEE COMPUTERS	NUMBER OF CLASSROOMS WITH TECHNOLOGY
Battle Creek	879	408	84
Eastern Academic Center	50	6	4
Fehsenfeld Center	80	7	11
Grahl Center	81	8	7
RMTC	50	15	5
<b>TOTALS</b>	1,140	444	111

Kellogg Community College employs best practices for networks maintained in an educational environment. All computers require a username and password to log in, which expire annually. Computer access is based on group membership. This membership, in conjunction with group policies, defines what activities can be performed on any given device. In instructional spaces, we employ a product called Deepfreeze to preserve the state of the computer and wipe personal settings and data at each reboot. For all computers, we have a licensing server that allows us to restrict access to software deemed harmful, inappropriate, or not licensed by the College. Wireless Internet access is available in all KCC buildings. Access to the wireless network is controlled by requiring both students and employees to use their universal username and password to log in. We have antivirus software that is centrally managed, as well as network monitoring software that allows the detection of anomalies in network traffic.

## FINANCIAL DATA

### ACTUAL UNRESTRICTED REVENUES

CATEGORY	2008-09	2009-10
Tuition and Fees	\$12,500,000	\$14,400,000
State/Local Appropriations	\$20,000,000	20,100,000
Investment and Annuity Income	\$255,000	\$56,000
Contributions	\$165,000	\$155,000
Auxiliary	\$3,100,000	\$4,200,000
Other	\$796,000	\$646,000
<b>TOTALS</b>	\$36,816,000	\$38,811,000

### ACTUAL UNRESTRICTED EXPENSE

CATEGORY	2008-09	2009-10
Instructional, Departmental, Library	\$20,500,000	\$22,300,000
Student Services	\$3,000,000	\$2,800,000
Operation & Plant Management	\$3,700,000	\$3,300,000
Administration	\$3,400,000	\$2,900,000
Auxiliary	\$3,100,000	\$3,500,000
<b>TOTALS</b>	\$30,600,000	\$34,800,000

# Federal Compliance

## CREDITS, PROGRAM LENGTH AND TUITION

### CREDITS AND PROGRAM LENGTH

Appropriate credit hour assignment is critical to the integrity of KCC courses. KCC offers courses for credit based on semester hours, with a semester length of 15 weeks. As documented in the Academic Catalog,<sup>1</sup> “a credit hour is defined as requiring approximately 48 hours of learning activities by a typical student to master the proportionate course outcomes.” Typically this reflects 16 hours of instruction and 32 hours of outside of class work, following the Carnegie definition of a credit hour.

When a course is developed, the faculty and department chair make a recommendation for the credit hour assignment based on total amount of student work expected and confirm their recommendation against common standards of credit hour assignment for similar courses at other Michigan community colleges. For online and hybrid courses, credit hours are typically determined based on those assigned to the equivalent traditional face-to-face course. To date, the few courses developed without any equivalent traditional version have been patterned on best practices in face-to-face instruction. In these cases, faculty estimate the amount of student work based on substantial experience, and the faculty and the administration carefully monitor the course during its initial delivery to confirm the credit hour assignment.

Open entry courses assume that a student works at his or her own pace, and the majority of the course work will occur in the open entry lab with the instructor. Our open entry courses have existed for over 25 years in Industrial Trades and in the Office Information Technology area for 11 years. Open entry education is based on a competency model. There is a direct relationship between number of competencies a student must acquire in a given course and the number of credit hours awarded upon completion. Credit is assigned to the open entry modules based on the amount of work or content that students must accomplish; it is also based on faculty experience with many students over the course of many years. In the new Academic Support Department, existing traditional three or four credit courses are broken into smaller modules so that taken together, a group of modules is equivalent to the traditional course.

After faculty and their department chair have made a credit hour recommendation, the course is brought to the Academic Cabinet by the appropriate academic dean. Academic Cabinet provides a rigorous review of the credit hour assignment in the context of College history and future implications to programs. Additionally, any change in, discrepancy with, or concern about credit hour assignment is reviewed and resolved by Academic Cabinet. For example, in October 2009<sup>2</sup> Academic Cabinet received a request for course and program changes in the Graphic Design degree and certificate program. The credit breakdown was questioned for several courses and based on discussion and alignment with existing standards, credit hour assignment was adjusted.

The minimum number of credit hours for an associate degree is 62 with a cumulative GPA of 2.0 or higher as described in the Academic Catalog.<sup>3</sup> General Education Learning Outcomes are met through the General Education courses required for each degree as specified in the Academic Catalog. The Associate in Arts degree, designed for students preparing to transfer, requires a

<sup>1</sup> 2011-12 Academic Catalog pg 16

<sup>2</sup> AC Minutes Oct 7 2009 OverflowMeeting.pdf

<sup>3</sup> 2011-12 Academic Catalog pg 55

minimum of 36 General Education credits. The Associate in Science degree, also a transfer degree, requires a minimum of 52 General Education credits, with 24 credits required from Mathematics and Science electives. The Associate in International Studies degree requires a minimum of 18 General Education credits. The Associate in General Studies degree requires a minimum of 16 General Education credits. The Associate in Applied Science occupational degree requirements vary by program from 13-15 credits of required General Education coursework (e.g. Medical Laboratory Technology) to 25-28 credits of required General Education coursework (e.g. Law Enforcement). In addition to the General Education elective requirements, many of the career course requirements include within them additional General Education core courses. Additional program-specific career course credit hour requirements for degree programs are specifically outlined in the Academic Catalog.<sup>4</sup>

With the recent compliance requirements specifying that remedial education courses be excluded from receiving degree credit, Academic Cabinet, in October 2010<sup>5</sup> approved the exclusion of Developmental Education courses from the Associate in Arts, Associate in Science, Associate in International Studies, and the Associate in Criminal Justice degrees. Additional work is needed to define developmental education at KCC, especially with the of implementation of the Academic Support Department which centralizes delivery of all developmental education.

Credit hour requirements are based on best practice, program accreditation requirements, and appropriate academic rigor. Given current legislation, Academic Cabinet intends to begin a comprehensive review of credit hour assignment in Fall 2011. Since credit hours are assigned when the course is developed, it is important to review all credit hour assignments at the same time, against the same set standards, to ensure that all credit hour assignments are aligned and that no outliers have emerged over time. The results of this evaluation will guide whether more stringent process controls are needed.

## TUITION

One of the primary goals of the Kellogg Community College Board of Trustees is to maintain the lowest possible tuition and service fees for our students. The tuition rate paid is determined by the student's residency status at the end of the first week of the fall and spring semesters and on June 15 for the summer semester. Any changes made after this time will affect the student's tuition rate for the subsequent semester. Kellogg Community College currently offers six tuition categories to our students: Resident, Current Military Service (same rate as Resident), Non-resident, Indiana, Industrial Trades, and Out-of-State/International.

A credit hour of tuition purchases sixteen hours of instruction. A program fee is assessed for courses providing instruction in excess of this ratio. Additionally, laboratory and materials fees are charged for certain courses in which specialized equipment, materials, and supplies are required. In addition to tuition, total service fees of \$8.00 per credit hour are charged to all students for student services, Internet, and technology usage.

Courses taken at the Regional Manufacturing Technology Center are charged at the Industrial Trades instruction rate which is higher than traditional courses due to the high cost of delivering instruction in the open-entry, individualized instructional format.

Student's completing their coursework under the Michigan Virtual Learning Collaborative (VLC)<sup>6</sup> are charged at the State approved tuition rate for the VLC and all other additional fees are waived for students participating in this program.

The tuition rates offered by Kellogg Community College have ranked within the bottom one-third

<sup>4</sup> 2011-12 Academic Catalog pg 60-137

<sup>5</sup> AC Minutes Oct 12 2010.pdf

<sup>6</sup> MI VLC Tuition Rates 2010.pdf

of the overall tuition rates charged by Michigan community colleges for the past ten years. Further, KCC's tuition rates have consistently remained below the State average for the same time period making KCC one of the most affordable institutions in the State<sup>7</sup> (see Chart 8.1).

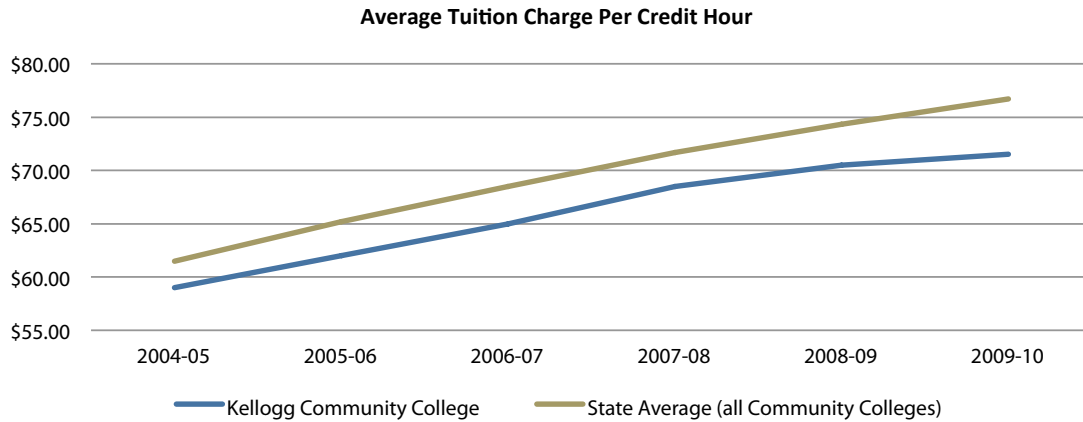


Chart 8.1

Tuition rates are reviewed annually as part of the College's budget creation process. Rates are recommended by the College's administration and presented to the Board of Trustees for approval. Approved tuition rates are published on the College website at the Registrar's Tuition and Fee Rates website<sup>8</sup> and referenced in the Academic Catalog.<sup>9</sup>

## STUDENT COMPLAINTS

Students have multiple opportunities to share concerns and complaints. There are informal mechanisms such as the "online suggestion box" offered by Student Services as well as the opportunity for conversation with a staff member or faculty. Most issues are resolved at this level without a formal complaint process. If a complaint is not resolved, however, formal processes are outlined in the Student Handbook and Academic Catalog and overseen by the appropriate administrative office.

Currently, multiple avenues for student complaint processing are decentralized and managed by separate offices. See Table 8.1 for categories, process documentation references, number of incidents, and responsible office. All offices report the number of complaints and action taken in terms of whether the appeal was granted, denied, or other action. Additionally, some offices report further detail on the response in terms of follow-up action with the student as needed. KCC has begun tracking some student complaint information within our Datatel Colleague administrative data system, and efforts are currently underway to provide improved reporting of this data to ensure a more comprehensive examination of student complaint patterns and emerging issues.

The current processes were explained with the Board of Trustees at their September 15, 2010 meeting to evaluate the need for a College ombudsman. At that meeting it was concluded that an ombudsman was not warranted, but that communication to staff and students about the College's formal complaint procedures should be evaluated. In Fall 2010, Student Services Cabinet began a review of these processes for improvements and re-working some Student Handbook language to improve readability to students. In December 2010, upon recommendation of the Vice President for Student Services, President's Council began evaluating the creation of a student advocacy position to support the centralized management of student complaints. Additionally, the College invested in an add-on product to the Datatel Colleague system, Retention Alert,<sup>10</sup> a case management tool providing a systematic tracking mechanism for many student support issues including student-

<sup>7</sup> 0809ACS.pdf

<sup>8</sup> TuitionFees 2011

<sup>9</sup> 2011-12 College Catalog pg 28-29

<sup>10</sup> DatatelRetentionAlert.pdf

related complaints. This product is being implemented in Fall 2011 as a pilot project with fuller implementation over the subsequent year. Use of this tool will eventually centralize the storage of complaint information allowing better reporting and improved understanding of student issues and causes of these issues.

STUDENT APPEAL/COMPLAINT PROCESSES CHART (BASED ON CALENDAR YEAR)					
CATEGORY	DOCUMENTATION OF PROCESS	TOTALS			OFFICE RESPONSIBLE
		2008	2009	2010	
Refund Appeals <sup>11</sup>	<b>Student Handbook:</b> Refunds of Tuition and Fees - Refund Appeals <sup>12</sup> <b>College Catalog:</b> Refund Appeals <sup>13</sup> <b>Registrar Website:</b> Academic and Refund Appeal Form <sup>14</sup>	172	164	233	Registrar
Academic/Grade Appeals <sup>15</sup>	<b>Student Handbook:</b> Academic/Grade Appeals <sup>16</sup> and Student Complaint Procedures <sup>17</sup> <b>College Catalog:</b> Academic Appeals <sup>18</sup> <b>Registrar Website:</b> Academic and Refund Appeal Form <sup>19</sup>	36	52	40	Registrar
Satisfactory Academic Progress Appeals <sup>20</sup>	<b>Student Handbook:</b> Student Eligibility, Review of Satisfactory Academic Progress, Satisfactory Academic Progress Appeal Process, Appeal of Benefit Status <sup>21</sup> <b>Financial Aid Website:</b> Satisfactory Academic Progress Standards, <sup>22</sup> Reference Guide, <sup>23</sup> and 2011-2012 Satisfactory Academic Appeal Form <sup>24</sup>	668	823	717*	Financial Aid Director
Non-grade Complaints <sup>25</sup>	<b>Student Handbook:</b> Student Complaint Procedure Regarding Non-Grade Issues <sup>26</sup>	2	2	3	Division Deans
Selective Admissions Appeals <sup>27</sup>	<b>College Catalog:</b> Nursing and Allied Health Admission Appeals <sup>28</sup>	2	5	4	Enrollment Services Director
Parking Appeals <sup>29</sup>	<b>Student Handbook:</b> Campus Parking - Violations and Fines <sup>30</sup>	14	8	6	Director of Institutional Facilities and Public Safety
Equal Opportunity Complaints <sup>31</sup>	<b>Student Handbook:</b> Equal Opportunity <sup>32</sup>	0	0	1	Vice President for Instruction or Director of HR; Equal Opportunity Officers

Chart continued on next page.

- 11 Academic Refund Appeals.pdf
- 12 2011-12 Student Handbook pg 50
- 13 2011-12 College Catalog pg 29
- 14 Academic Refund Appeal Form.pdf
- 15 Academic Refund Appeals.pdf
- 16 2011-12 Student Handbook pg 47
- 17 2011-12 Student Handbook pg 74
- 18 2011-12 College Catalog pg 23
- 19 Academic Refund Appeal Form.pdf
- 20 Satisfactory Academic Progress Appeals 2008-10.pdf
- 21 2011-12 Student Handbook pg 7-10
- 22 Satisfactory Academic Progress Standards website.pdf
- 23 Financial Aid Reference.pdf
- 24 Satisfactory Academic Appeal Form.pdf
- 25 Non Grade Complaints 2008-10.pdf
- 26 2011-12 Student Handbook pg 77
- 27 Selective Admission Appeals 2008-10
- 28 2011-12 College Catalog pg 15
- 29 Parking Appeals 2008-10.pdf
- 30 2011-12 Student Handbook pg 55
- 31 EO Complaints 2008-10.xlsx
- 32 2011-12 Student Handbook pg 60

STUDENT APPEAL/COMPLAINT PROCESSES CHART (BASED ON CALENDAR YEAR) (CONTINUED)					
CATEGORY	DOCUMENTATION OF PROCESS	TOTALS			OFFICE RESPONSIBLE
		2008	2009	2010	
Violence or Harassment Complaints <sup>33</sup>	<b>Student Handbook:</b> Complaint Procedure and Investigation for Violence and/or Harassment <sup>34</sup> <i>These may be student to student, student to employee, or employee to student issues.</i>	1	2	10	Director of HR or Vice President for Instruction, Violence and Harassment Officer
Academic Integrity Complaints <sup>35</sup>	<b>Student Handbook:</b> Academic Discipline Procedure, <sup>36</sup> Appeal Process, <sup>37</sup> and Due Process for Violation of the Student Code of Conduct <sup>38</sup> <i>These are typically a complaint against a student.</i>	5	7	7	Vice President for Student Services
Student Code of Conduct Incidents	<b>Student Handbook:</b> Academic Discipline Procedure, <sup>39</sup> Appeal Process, <sup>40</sup> and Due Process for Violation of the Student Code of Conduct <sup>41</sup> <i>These are typically a complaint against a student.</i>	15	16	10	Vice President for Student Services

Table 8.1

\*Note: The Financial Aid year is not a calendar year and was not complete at the end of 2010.

## TRANSFER POLICIES

Policies regarding transfer of credits to KCC are described in the Academic Catalog.<sup>42</sup> Policies regarding transfer of credits from KCC to four year institutions are also detailed fully in the Academic Catalog<sup>43</sup> with current transfer guide<sup>44</sup> resources on the College website. Information is also included in the Student Handbook.<sup>45</sup>

## TRANSFER OF CREDIT TO KCC

### Transfer evaluation process

Kellogg Community College will accept comparable college course work earned at other accredited colleges and universities and through the military. Courses considered for transfer and application towards a KCC degree must have a comparable course offered at Kellogg Community College.

A maximum of 60% of a Kellogg Community College degree or certificate may be completed using transfer credits. Grades from other institutions are not calculated in the cumulative grade point average. It is the responsibility of the student to request from other institutions an official academic transcript and have it sent to the Registrar's office for the purpose of transfer credit evaluation. Courses completed with a passing grade of "C" or above may be considered for transfer. Following the transfer evaluation process, a Transfer Equivalency Report will be sent to the student's Kellogg Community College email account.

<sup>33</sup> Violence and Harassment 2008-10.pdf

<sup>34</sup> 2011-12 Student Handbook pg 71-72

<sup>35</sup> 2008-10 Academic Integrity Incidents.xlsx

<sup>36</sup> 2011-12 Student Handbook pg 76

<sup>37</sup> 2011-12 Student Handbook pg 75-77

<sup>38</sup> 2011-12 Student Handbook pg 65-69

<sup>39</sup> 2011-12 Student Handbook pg 76

<sup>40</sup> 2011-12 Student Handbook pg 76

<sup>41</sup> 2011-12 Student Handbook pg 65-69

<sup>42</sup> 2011-12 College Catalog pg 20-21

<sup>43</sup> 2011-12 College Catalog pg 138-145

<sup>44</sup> TransferGuidesWebsite.pdf

<sup>45</sup> 2011-12 Student Handbook pg 51



## International Transcript Evaluation

Additionally, transcripts from institutions outside of the United States will need to be translated and evaluated by an international academic credential evaluating organization; either Academic Credentials Evaluation Institute, Inc. (ACEI) or World Education Services, Inc. (WES). Applications for these services are available from the Enrollments Services Office and information is included in the Academic Catalog.<sup>46</sup>

## Reverse Transfer Policy

Students who have completed a baccalaureate degree from an accredited institution may be considered for reverse transfer to meet the general education requirements for an Associate of Applied Science degree at Kellogg Community College. The determination of which courses are to be considered in reverse transfer is at the discretion of the program director or coordinator for the student's program of study. This policy does not release the student from meeting program specific requirements, and does not apply to the following KCC transfer degrees: Associate in Arts, Associate in Science, Associate in General Studies, Associate in Criminal Justice, and Associate in International Studies.<sup>47</sup>

## MACRAO Transfer Agreement

This is a transfer agreement established by the Michigan Association of Collegiate Registrars and Admissions Officers (MACRAO). This agreement was designed to facilitate transfer from community colleges to baccalaureate colleges and universities. The agreement provides for transferability of up to 30 credit hours to meet many of the General Education Requirements at participating Michigan four-year colleges and universities. The 30 credit hours at Kellogg Community College may be chosen from the following categories: English Composition, Science and Math, Social Science, Humanities.

The KCC Registrar's Office will audit transcripts for MACRAO requirements and enter the statement "MACRAO Agreement Satisfied" on the academic transcript. If after the audit the student has not met the requirements for MACRAO, they will be notified per the MACRAO Transfer Agreement.<sup>48</sup>

## Transfer to a four-year institution

Students who enroll at Kellogg Community College with the intention of transferring to a baccalaureate college or university need to:

- Select a transfer institution early
- Select courses, with assistance from a KCC academic advisor, to meet the requirements of the transfer college
- Check transfer courses on the MACRAO Transfer Network at [www.michigan transfERNetwork.org](http://www.michigantransfERNetwork.org).<sup>49</sup>

Four-year institution transfer guides are available in the Academic Advising Office or on the Kellogg Community College Advising website.<sup>50</sup>

## Verification of Student Identity

Given the definitions for distance and correspondence education, under the revised Higher Education Act, KCC provides distance education in the form of online courses. Distance education students enrolled in Kellogg Community College's online courses have been admitted to the College through its standard admission processes. A requirement of admission is verification

<sup>46</sup> 2011-12 College Catalog pg 21

<sup>47</sup> 2011-12 College Catalog pg 25

<sup>48</sup> 2010-11 College Catalog pg 18-19

<sup>49</sup> MACRAOsearch.pdf

<sup>50</sup> KCCAdvisingTransferGuidesWebsite.pdf

of student identity, in person, with a photo ID as described in the Six Steps to Success.<sup>51</sup> This verification is required prior to registration in any course, including online courses. Verified student information is maintained in the Datatel Colleague secure administrative database system. Upon admission to the College, students are provided a k-ID. This unique identifier, along with their system password, provides access to all college computer systems including the course management system used for online courses. Any request for resetting of a password requires photo identification.<sup>52</sup> All online courses are offered via a secure course management system requiring the k-ID and password for login. Student email may also be used to submit information to instructors, and also requires the same k-ID and password for login.

While all online students must use the secure login, proctoring of tests for online students provides further opportunity for student verification. In the course of preparing for this Self-Study, it was identified that many online instructors were not aware of the College's proctoring standards. The Online Courses Standards<sup>53</sup> on the College website describe the expectation that authentication of student work is determined by having at least 30% of the student's grade based on proctored or identifiable activities. In meeting with online instructors at the Online Instructors' Roundtable in Fall 2010, it was discovered that many instructors were not aware of, or did not remember these standards. Many instructors do use proctoring to support student identity verification, but rarely are faculty actively tracking to ensure a minimum of 30% of student work is proctored. Some instructors are proctoring more than 30%, while others rely upon their own analysis of student writing to determine a kind of fingerprint for each student that is useful in verifying student identification. Those using proctoring submit an Online Test Administration Form<sup>54</sup> and class roster to the Testing and Assessment Center who provide proctoring service. Testing and Assessment Center policy<sup>55</sup> requires photo identity verification for all testing and assessment services. There is no fee for this service for KCC students or students from the Michigan Community College Virtual Learning Collaborative. The Online Course Development Committee (OCDC) is currently evaluating the standards for proctoring assessments in online courses. Additionally, KCC has reviewed additional technology protocols for student identity verification but has to date, not found any appropriate given both operational accuracy and student privacy concerns. We continue to review emerging verification technologies to comply with future, expected federal guidelines for student verification.

### Title IV Program and Related Responsibilities

Kellogg Community College understands and maintains compliance with the requirements to fulfill Title IV program participation. The current Program Participation Agreement expires December 31, 2012 and the re-application deadline is September 30, 2012. Under the agreement, Kellogg Community College is eligible to participate in the following Title IV, HEA programs:

- Federal Pell Grant Program
- Federal Supplemental Educational Opportunity Grant Program (SEOG)
- Academic Competiveness Grant Program (ACG)
- Federal Direct Student Loan Program – subsidized and unsubsidized
- Federal Work Study Program
- Federal Family Education Loan Program
- Federal Perkins Loan Program

There have been no limitations, suspension, or termination actions undertaken by the U.S. Department of Education that impact the Title IV program and KCC has had no finding, inspection, audit, or recent Title IV program review from the Office of the Inspector General. In the 2009-10 academic year, financial aid disbursements for the Title IV programs totaled \$25,991,386 million.

<sup>51</sup> [SixStepsToSuccess.pdf](#)

<sup>52</sup> [WebPortalPasswordReset.pdf](#)

<sup>53</sup> [OnlineCourseStandards.pdf](#)

<sup>54</sup> [TestAdministrationRequestForm.pdf](#)

<sup>55</sup> [TestingAndAssessmentCenterPolicy.pdf](#)

PROGRAM	NUMBER OF RECIPIENTS	TOTAL DOLLARS DISBURSED
Pell Grant	3,635	\$10,924,493
SEOG	425	\$141,714
ACG	15	\$11,314
Subsidized Loans	2,588	\$7,943,896
Unsubsidized Loans	1,998	\$6,704,391
Federal Work Study	68	\$165,578

Table 8.2

### Student Loan Default Rates

Kellogg Community College participates in the Federal Direct Student Loan program, with Cohort Default Rates at 8.3% in FY 2006, 7.8% in FY 2007, and 7.8% in FY 2008. Since KCC has remained below 10%, no Department of Education review has been triggered. KCC attends the annual Default Aversion Symposium sponsored by the Michigan Guaranty Agency (MGA) and the Michigan Student Financial Aid Association (MSFAA). In addition, KCC implements an additional contact to students identified on the Federal Delinquent Borrowers Report. As an additional preventive action, we attempt to contact by telephone students identified on the list as 270+ days delinquent.

### Satisfactory Academic Progress

Kellogg Community College's Satisfactory Academic Progress Policy adheres to federal guidelines and provides for assessment and enforcement of standards for qualitative standards (minimum GPA), quantitative standards (minimum percentage of credit hours completed), and maximum time frame (93 credit hours). Students not maintaining eligibility are notified. Information about submitting a Satisfactory Academic Progress Appeal is provided with the notification. The Satisfactory Academic Appeal Policy<sup>56</sup> is available in the Student Handbook and on the Financial Aid website.<sup>57</sup> The Satisfactory Academic Progress Appeal Form<sup>58</sup> can also be accessed from the Financial Aid website.

Due to new federal regulations, the College is currently reviewing its Satisfactory Academic Progress Policy and will transition to verifying this after every semester rather than once a year.

KCC does not have a formal attendance policy. Students are required to attend class to be considered eligible for financial aid disbursements. Kellogg Community College's No Show Policy<sup>59</sup> is available on the website and expects instructors to report all students who have not yet attended class and/or met attendance requirements for non-traditional courses. Financial Aid is adjusted excluding credits for the class(es) reported as "no show(s)".

### Financial Responsibility Requirement

Kellogg Community College annually undergoes a financial audit<sup>60 61 62</sup> by an independent audit firm. The audit is conducted in accordance with Generally Accepted Accounting Principles and any findings resulting from the audit procedures are discussed with the College's administration and reported accordingly. Kellogg Community College has consistently received unqualified opinions (the highest level of assurance provided) on its financial audits.

<sup>56</sup> 2010-11 Student Handbook pg 26-28

<sup>57</sup> SatisfactoryAcademicProgressStandardsWebsite.pdf

<sup>58</sup> SatisfactoryAcademicAppealForm.pdf

<sup>59</sup> FinancialAidReference.pdf

<sup>60</sup> KCC063008Final.pdf

<sup>61</sup> KCC063009Final.pdf

<sup>62</sup> KCC063010Final.pdf

A compliance audit in accordance with the U.S. Office of Management and Budget (OMB) Circular A-133<sup>63 64 65</sup> is completed on an annual basis as part of the audit procedures. Any significant findings relating to the A-133 compliance audit are discussed with the Chief Financial Officer, the Financial Aid Director and the appropriate College administrators to determine the necessary corrective action. All findings are required to be reported in the A-133 audit report until resolved. Kellogg Community College has not reported previous findings on current year audit reports beyond one year.

There have been four audit findings reported as part of the A-133 audit during the 2008, 2009 and 2010 fiscal years. The findings are outlined below along with the College's implemented response. All findings have been resolved satisfactorily and policies have been put into practice to ensure no on-going concerns.

#### 2008-1: TRIO Cluster – Student Support Services

**Finding:** The College was not ensuring that all students who received Student Support Services grants were eligible to receive a Pell grant based on all of the required criteria.

**Impact:** \$24,697.50 in ineligible expenditures

**Corrective Action:** Internal awarding procedure documentation was updated to include all criteria including Pell grant eligibility; staff updates to include awarding criteria; improved communication between the Student Support Services office and the Financial Aid office to include Pell grant information relating to grant eligible students. Ineligible expenditures reported and carried forward to next grant period.

#### 2009-1: William D. Ford Direct Loan Program

**Finding:** The College was not ensuring the enrollment status changes for students were being reported to the U.S. Department of Education within the required 60 day time frame.

**Impact:** Three students

**Corrective Action:** Calendar established to require four status change transmissions be completed per semester to ensure timely reporting of enrollment status changes for financial aid students.

#### 2009-2: William D. Ford Direct Loan Program

**Finding:** Manual computation error in calculation of percentage of aid earned resulting in excess return of funds.

**Impact:** One student

**Corrective Action:** The Director and Assistant Director of Financial Aid now perform the calculations for the Return to Title IV process to ensure consistent and accurate administration of the program funds.

#### 2010-1: William D. Ford Direct Loan Program

**Finding:** The College did not identify and return funds within the 45 day time period for one student who withdrew from classes.

**Impact:** One student

**Corrective Action:** The Director of Financial Aid has been added to the appeals committee to ensure timely notification of all student enrollment changes. The Financial Aid office and the Registrar's office have implemented a communication procedure for any withdrawal changes that result in a date change within the system.

All audit reports are filed in accordance with State and Federal regulatory guidelines with copies

<sup>63</sup> KCCA133\_063008.pdf

<sup>64</sup> KCCA133\_063009.pdf

<sup>65</sup> KCCA133\_063010.pdf

to the U.S. Department of Education, the State commerce agencies, and all relevant granting organizations. The A-133 report is also filed electronically with the U.S. Department of Education Federal Student Aid eZ-Audit.

The Composite Financial Index (CFI)<sup>66</sup> is a higher education industry standard used to measure an institution's overall financial health. The CFI gives an institution an opportunity to assess its financial performance, the financial impacts of implementing strategic initiatives, and if it is able to more intensely implement components of its strategic plan. The CFI is comprised of four core ratios:

- The Viability Ratio (VR) measures an institution's ability to meet its commitments.
- The Primary Reserve Ratio (PRR) gauges the sufficiency of an institution's reserves.
- The Return on Net Assets Ratio (RONAR) and Net Operating Revenues Ratio (NORR) measure the short-term financial results of an institution.

Each ratio has a recommended benchmark that can be used to assess weakness or strength in a particular area. To assess the overall financial health of the institution, the ratios are weighted and factored with a high emphasis on the longer term focused VR and PRR to create the CFI. The College's CFI indicates that our overall financial health has improved over the past five years as illustrated by Chart 8.2.

A key component of the CFI is the Viability Ratio (VR), which measures an institution's ability to satisfy its obligations by comparing its outstanding debt in relation to its expendable net assets. At Kellogg Community College, we have a millage designated specifically for paying down the majority of our outstanding debt obligations, so our expendable net assets are not utilized for this purpose. Therefore, the VR has increased significantly, increasing the CFI as the debt is repaid. The other component ratios have also improved, on average, over the past five years.

The U.S. Department of Education has not conducted a review of the College's financial audits relating to the General Purpose Financial Statements or the A-133 compliance audits. The U.S. Department of Education also has not requested a review of the College's CFI as of 2010.

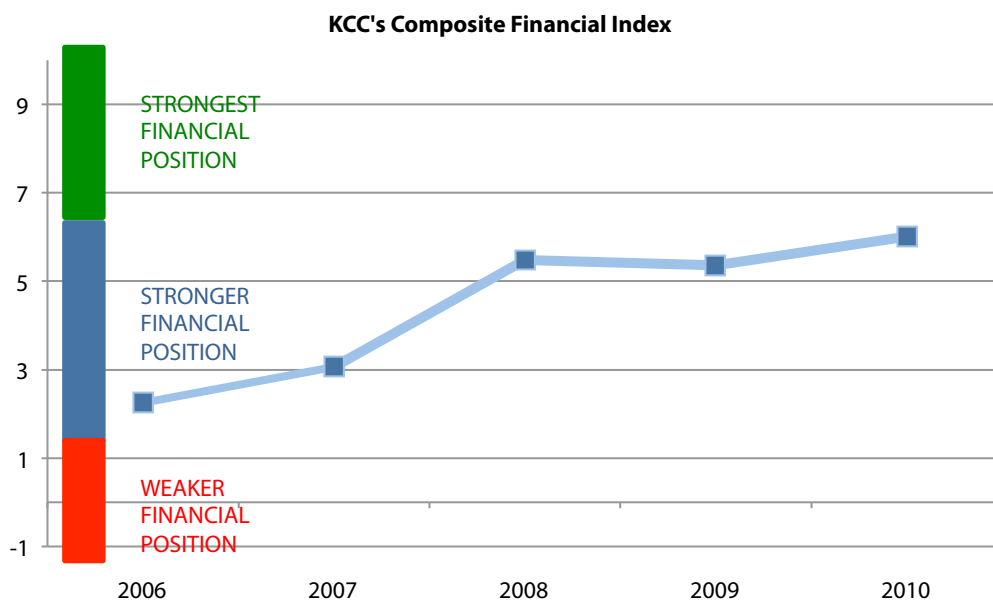


Chart 8.2

<sup>66</sup> FinanicalRatios.xlsx

## INSTITUTIONAL DISCLOSURES AND ADVERTISING AND RECRUITMENT MATERIALS

Kellogg Community College discloses its accreditation status via use of the Commission's Mark of Affiliation in the College Catalog,<sup>67</sup> Student Handbook,<sup>68</sup> and the College website. All are publicly available to the community, employees and students. In addition, specific reference to the College's accredited status and Commission contact information is also included on every press release,<sup>70</sup> the College's Annual Report, and College website.

## RELATIONSHIP WITH OTHER ACCREDITING AGENCIES AND WITH STATE REGULATORY BODIES

Kellogg Community College maintains professional accreditation for the programs listed below. The appropriate professional accrediting body is paired with each relevant program. To ensure transparency, electronic copies of the accreditation letters denoting KCC's affiliation and standing are available via the campus document repository and noted within the Academic Catalog.<sup>71</sup>

- Dental Hygiene Program – Commission on Dental Accreditation of American Dental Association<sup>72</sup>
- Emergency Medical Services Program – Michigan Department of Consumer and Industry Services<sup>73</sup>
- Medical Laboratory Technology Program – National Accrediting Agency for Clinical Laboratory Sciences<sup>74</sup>
- Paralegal Program – America Bar Association<sup>75</sup>
- Physical Therapist Assistant Program – Commission on Accreditation in Physical Therapy Education of the American Physical Therapy Association<sup>76</sup>
- Radiography Program – Joint Review Committee on Education in Radiologic Technology<sup>77</sup>
- Associate Degree Nursing Program/Practical Nursing Program – State of Michigan Board of Nursing<sup>78</sup>

## REQUIREMENTS OF INSTITUTIONS HOLDING DUAL INSTITUTIONAL ACCREDITATION:

Kellogg Community College is proudly accredited by the Higher Learning Commission of the North Central Association of Colleges and Schools as noted within the Academic Catalog<sup>79</sup> and does not hold dual accreditation.

## PUBLIC NOTIFICATION OF COMPREHENSIVE EVALUATION VISIT AND THIRD PARTY COMMENT

By the time of the comprehensive visit, Kellogg Community College will have announced its institutional Self-Study and February 2012 visit using various media. Notice of the comprehensive visit will be published on the College website, in the Battle Creek Enquirer, and in other targeted publications such as The Banner, The Shopper, and The Daily Reporter. Notices will include the purpose and dates of the visit, the College's current accreditation status, and instructions on how the public can send written comments to the Commission regarding the College's accreditation.

<sup>67</sup> 2011-12 College Catalog Title Page

<sup>68</sup> 2011-12 Student Handbook pg 98

<sup>70</sup> SamplePressRelease.docx

<sup>71</sup> 2010-11 College Catalog pg 1

<sup>72</sup> ADALetterOfAccreditation.docx

<sup>73</sup> MIDCIS\_EMSSLetterOfAccreditation.docx

<sup>74</sup> CLSLetterOfAccreditation.docx

<sup>75</sup> ABALetterOfAccreditation.docx

<sup>76</sup> APTALetterOfAccreditation.docx

<sup>77</sup> JRCERTLetterOfAccreditation.docx

<sup>78</sup> MIBoardOfNursingLetterOfAccreditation.docx

<sup>79</sup> 2011College Catalog Title Page

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## HIGHER EDUCATION OPPORTUNITY ACT DISCLOSURES

In 2010, the College comprehensively evaluated all disclosures as necessary by the Higher Education Opportunity Act. This systematic review revealed that these disclosures are in place. To further assist student consumers, the College has created a student consumer information website<sup>80</sup> with some helpful information. This site contains several links, most notably to the financial aid reference guide, the College Navigator website (a national resource for student consumer information), and the Career Education Consumer Report (a Michigan resource for both job and training information).

<sup>80</sup> Student Consumer Web Page.pdf

450 North Avenue  
Battle Creek, MI 49017-3397  
269.965.3931

## Battle Creek Campus

14055 26 Mile Road  
Albion, MI 49224  
517.630.8169

## Eastern Academic Center

2950 West M-179 Highway  
Hastings, MI 49058  
269.948.9500

## Fehsenfeld Center

125 Seeley Street  
Coldwater, MI 49036  
517.278.3300

## Grahl Center

405 Hill Brady Road  
Battle Creek, MI 49015  
269.965.4137

## Regional Manufacturing Technology Center



[www.kellogg.edu](http://www.kellogg.edu)