



Multi-Campus Branch Report

Higher Learning Commission
A Commission of the North Central Association

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Campus Report: Black Hawk College, District 503 with two locations: Quad Cities and Galva

Introduction

Black Hawk College (BHC) operates within the Illinois Community College District #503, an area encompassing 2,200 square miles in nine counties of northwestern Illinois. In addition to full-service campuses in Moline and Galva, BHC owns and operates services at the Outreach Center and the Illinois workNet Center in both Moline, the Technology Center in Rock Island, and a Community Education Center (CEC) in Kewanee.

Black Hawk College is governed by a Board of Trustees elected by residents of the college's geographic district (Illinois Community College District 503), and the East Campus of Black Hawk College is located in the southeast corner of this college service district. The Quad Cities campus was first accredited in 1951, the East Campus in 1975 and then jointly accredited as a single entity in 1986.

Black Hawk College has maintained a "one-college", multi-campus administrative structure since 1986. College-wide leadership responsibilities assigned under this centralized model consists of the President, a Vice President for Instructional Services, a Vice President for Student Services and Dean of Students, a Vice President for Finance, and a Vice President for East Campus. The East Campus is led by the Vice President for East Campus who reports to the college President and is a member of the college President's Cabinet executive leadership team. The Vice President for East Campus has overall operational responsibility for the East Campus and the Community Education Center located in nearby Kewanee and ensures that all college functions are aligned district-wide. The Executive Director of the East Campus Foundation also reports to the college President and works collaboratively with the Vice President for East Campus.

Instruction

The Vice President for East Campus also serves as the academic dean for the East Campus and works collaboratively with all academic deans and the Vice President for Instruction who has overall responsibility for district-wide instruction. Similarly, the Assistant Dean for East Campus has responsibility for student services and works collaboratively with the Vice President for Student Services in the deployment of consistent services and processes across the district. The East Campus Superintendent of Facilities also works collaboratively with both the Director of Auxiliary Services and the district Construction Projects Manager to complete projects and deploy processes that support institutional operations in a consistent and efficient manner. East Campus personnel are responsible for the operation of the Community Education Center facility, but the majority of the program offerings at that location are managed by a Coordinator who reports to the district-wide Dean of Adult and Continuing Education.

Some administrative functions of the East Campus are managed directly at the district level in cooperation with staff at the East Campus. As an example, Campus Police and Information Technology Systems staff members are part of a district-wide department led by the Chief of Police and the Chief Information Officer respectively.

In an effort to provide coordination and consistency in operations and service delivery for East Campus locations given the different reporting structures, the Vice President for East Campus hosts a weekly East Campus Leadership Team meeting that consists of the Assistant Dean for East Campus, East Campus Superintendent of Facilities, Liberal Arts and Sciences Department Chair, Ag Department Chair, Executive Director of the East Campus Foundation, Chief of Police, Chief Information Officer, Director of Marketing, and Coordinator of the Community Education Center. Strong communication and a high level of professionalism among personnel lead to a synergistic approach to overall campus management.

Processes for assuring and improving educational quality, resource allocation, evaluation and planning, staffing, services, budget, and revenues are district-wide processes that are consistent at both campuses and can be summarized as follows:

Educational Quality

The Vice President for East Campus serves as an academic dean for instruction and participates in related academic administrative meetings and activities at the district level led by the Vice President for Instruction. East Campus faculty members work under the same Collective Bargaining Agreement and Faculty Handbook district-wide where processes such as student evaluation of instruction, performance improvement plans, minimum faculty competencies, course load, and professional development are addressed. Both the Quad Cities and East Campus Faculty Senates provide membership to district-wide shared governance committees and work cooperatively to put forth recommendations to the Vice President for Instructional Services as appropriate. Examples of committee work include the program and curriculum approval process, professional development leave consideration, promotion in academic rank, and student learning assessment. Similarly, program review, program development, and faculty hiring are handled centrally through the Vice President for Instruction.

Resource Allocation

Resource allocation decisions happen at many levels throughout the organization. Two primary resources allocation processes—staffing and budgeting—are outlined below and are ultimately managed by the President’s Cabinet. The college President also convenes a Capital Committee comprised of all institutional Vice Presidents for the purpose of allocating resources for capital expenditures including facilities and equipment across funds. As elected representatives of the entire college district, the College Board of Trustees approves financials, the administrative structure, faculty hiring, and vision, mission, and strategic plan goals.

Additional processes exist to achieve a transparent and effective allocation of resources across college sites. Examples include the annual Perkins equipment and professional development funding process, Title III project funding, and collaborative work among district-wide Directors and appropriate colleagues to allocate resources related to marketing and public relations, police protection, and Information Technology Systems services.

East Campus employees routinely work collaboratively across functional areas to coordinate the delivery of needed services to district residents including adult education, Professional and Continuing Education, career services, student life, financial aid, registrar and bursar functions, and academic programs originating from the Quad Cities Campus. In most situations, an East Campus employee is designated as a point person to deploy a given service in conjunction with the service “owner” from the Quad Cities Campus.

Evaluation and Planning

Evaluation and planning are district-wide processes led by the Director of Planning and Institutional Effectiveness who oversees the college’s strategic planning process, annual unit planning process and reporting, as well as all federal and state required reporting processes. The Director of Planning and Institutional Effectiveness provides training, education, and support as necessary toward the achievement of evaluation and planning processes as appropriate at all college locations. Departments work cooperatively district-wide to complete reports on programs and services that are offered in multiple locations. Unit managers submit data requests to the Planning and Institutional Effectiveness office as needed for the completion of documents and reports.

Staffing- Hiring

Staffing requests are initiated by the budget manager/supervisor through a district-wide process managed by the Human Resources Department. Requests are made using the neoGov software system, approved by the appropriate President’s Cabinet member, received by Human Resources, and presented to President’s Cabinet for consideration. The President approves the posting of all positions after approval by the President’s Cabinet. Human Resources handles all hiring and personnel processes district-wide using hiring processes as established in the Administrative Guidelines for faculty and staff.

Services

As mentioned in the discussion of resource allocation, in most situations, an East Campus employee is designated as a point person to deploy a given service in conjunction with the service “owner” from the Quad Cities Campus. As an example, an academic advisor on the East Campus has responsibility for deploying disability services for students at the East Campus although the Disability Services Coordinator located at the Quad Cities Campus has overall responsibility for disability services district-wide. Similarly, the office assistant in the East Campus advising center is trained to provide basic financial aid services to students and manages connecting East Campus students with financial aid staff members regularly housed at the Quad Cities Campus. The Administrative Assistants in the Vice President for East Campus administrative office handle paperwork at the East Campus on behalf of the Human Resources office. In those examples, staff members report to a supervisor at the East Campus; while in other situations, such as the registrar function and marketing and public relations, the employee is housed at the East Campus and participates in campus operations but reports to a supervisor housed at the Quad Cities Campus. In some situations, staff members come to the East Campus to provide services as needed. As an example, financial aid advisors come to the East Campus and serve students as needed as do counselors. Similarly, the Director of Marketing and Public Relations, the Director of Human Resources, and the AA/EEO Officer come to campus as necessary to handle needed work.

Budget / Revenue

Budgeting is a district-wide process led by the Vice President for Finance that primarily includes budget managers and President's Cabinet. President's Cabinet engages in preparatory work with the Finance office and training is held at multiple college locations for budget managers. The budget and unit planning processes are run in parallel for alignment purposes. Budget managers prepare unit plans and budget requests that are then reviewed and submitted collectively by members of President's Cabinet for review by the full membership of the President's Cabinet. President's Cabinet makes adjustments as necessary to achieve the college's budgetary goals and the Board of Trustees' budgetary requirements. The Vice President for Finance prepares and finalizes the budget documents to present to the Board of Trustees for approval after the required public display each year. The Vice President for Finance also seeks President's Cabinet input on the college's three-year Financial Plan, which informs the annual budget process as well.

College revenues are collected under the direction of the Vice President for Finance for all college operations. Similarly, the Vice President for Finance plans for the overall revenue of the institution based on organization account level input from budget managers.

Quad Cities Campus

Date of Inception: The Quad Cities campus was first accredited in 1951, the East Campus in 1975 and then jointly accredited as a single entity in 1986.

Programs Offered: [All Courses offered through BHC](#)

Enrollments for each Program: [List of Curriculums, Credit Hours, and Headcounts](#)

Projected enrollments for the next three years: Fall mid-term head count and credit hours – consistent with the annual budgeting process the College plans for future enrollment to be flat.

Fall Term	Quad City Headcount	% of Total		Quad City Credit Hours	Quad City
Fall 2010	5,013	84%		47,646.0	82%
Fall 2011	4,942	84%		44,734.5	81%
Fall 2012	4,713	82%		42,338.5	79%

Number of full time faculty assigned to Campus: 112

Number of part time faculty assigned to Campus: 160

Number of administrators assigned to Campus: 11

- Student Services Available at the Campus:**
- Academic Advising
 - Athletics
 - Career Services
 - Counseling
 - Disability Services
 - Enrollment Services
 - Registrar
 - Admissions
 - Records
 - Financial Aid
 - Orientation
 - Placement Testing Recruitment
 - Student Life
 - Tutoring
 - TRIO

Additional locations linked to the campus: The following locations do not provide programs leading to a certificate or associate degree.

The **Outreach Center** offers adult basic and continuing education courses, general education development (GED), alternative education classes, business and industrial training and special community programs.

Services available at the **Illinois workNet Center** include business training, English as a Second Language (ESL), Family/adult literacy (LIFE), general education development (GED). Programs are also offered by the International Trade Center, Procurement Technical Assistance Center, and Small Business Development Center.

Services available at the **Adult Learning Center** include general education development (GED), English as a Second Language (ESL), Business Training Center, computer classes, Optional Education (High school credit and youth GED), and Professional and Continuing Education (PaCE).

Industrial Training Lab Extension Center-welding facility

East Campus

Date of Inception: The Quad Cities campus was first accredited in 1951, the East Campus in 1975 and then jointly accredited as a single entity in 1986.

Programs Offered: [All Courses offered through BHC](#)

Enrollments for each Program: [List of Curriculums, Credit Hours, and Headcounts](#)

Projected enrollments for the next three years: Fall mid-term head count and credit hours – The East Campus developed a “plan for a grand” which was achieved and then consistent with the annual budgeting process plans for future enrollment to be flat.

Fall Term	East Headcount	% of Total		East Credit Hours	% of Total
Fall 2010	942	16%		11,220.0	18%
Fall 2011	958	16%		10,346.0	19%
Fall 2012	1047	18%		10,670.5	21%

Number of full time faculty assigned to Campus: 25

Number of part time faculty assigned to Campus: 17

Number of administrators assigned to Campus: 1

- Student Services Available at the Campus:**
- Academic Advising
 - Athletics
 - Career Services
 - Counseling
 - Disability Services
 - Enrollment Services
 - Registrar
 - Admissions
 - Records
 - Financial Aid
 - Orientation
 - Placement Testing Recruitment
 - Student Life
 - Tutoring

Additional locations linked to the campus: The East Campus is located in Galva, IL, five miles south of Kewanee. It is situated on a 102-acre site with rolling hills and cultivated farming ground. The Campus offers Associate and Certificate coursework leading to Certificate and Associate degrees.

The following locations do not provide programs leading to a certificate or associate degree.

The **Community Education Center** is located across the street from the Kewanee City Hall. Several services are available at this site including adult education, general education development (GED), business training, career assistance, college-credit classes, and continuing education.

Other Materials for the Review

In lieu of a physical resource room, the visiting Team has requested electronic access to the materials listed below.

A. Extended Operations or Campus Business Plan(s)

- a. [Budget and resource allocation](#)
- b. [Master Plan](#)
- c. [Strategic Plan](#)
- d. Contractual and consortial arrangements: No separate contractual and/or consortial arrangements are in place solely for the East Campus. However, the campus does maintain dual enrollment relationships with high schools within a geographic region of East Campus. Two such agreements are:

BHC Curriculum	High School	BHC Course Credit	High School Course
Business Management & Marketing	Kewanee High School*	3 Credits for BA 170 Fundamentals of Accounting I and 1 Credit for BA171 Fundamentals of Accounting LAB	Accounting I and Accounting II
Business Management & Marketing	Wethersfield High School*	3 Credits for BA 170 Fundamentals of Accounting I and 1 Credit for BA171 Fundamentals of Accounting LAB	Accounting I and Accounting II

**Articulation Agreements for Kewanee and Wethersfield High School are currently under review*

- e. Oversight and governance of the campus and explanation of how these link to those of the institution as a whole – See narrative presented earlier in this report.

B. Operational Data and Recent Operational Reports

- a. [Enrollment data by program/major/degree](#)
- b. Financial: [Budget & Annual Report](#)
- c. Physical Resources: [Facilities](#)

C. [Educational Offerings and Related Information](#)

- a. Representative samples of curricula unique to East Campus including program and degree offerings, requirements, and recommended courses.
 - ◆ [Agribusiness Management AAS](#)
 - ◆ [Agriculture Mechanics Technology AAS](#)
 - ◆ [Agriculture Production-Beef Production Certificate](#)
 - ◆ [Agriculture Transfer AS](#)
 - ◆ [Automotive Repair Technology](#)
- b. Representative Sample of syllabi
 - ◆ [Syllabi Unique to East Campus Programs](#)
- c. [Catalog](#)
- d. [Course Schedules](#)
- e. [Promotional and recruitment materials](#)

D. Human Resources

- a. [Staffing - Organizational Overview](#)
- b. [Faculty Credentials](#)

E. Student and Faculty Resources and Support

- a. Materials indicating access to appropriate student academic and support services
 - ◆ [Student Clubs and Organizations](#)
 - ◆ [Horticulture Brochure](#)
 - ◆ [BHC-Advantage Flyer](#)
- b. Evidence of access to academic and other student and faculty resources
 - ◆ [Faculty Services/Support](#)
 - ◆ [Tutoring](#)
 - ◆ [Library East Campus](#)
 - ◆ [Counseling](#)
 - ◆ [Financial Aid](#)
- c. Admissions, enrollment, placement; i.e., student enrollment/advising/success services
 - ◆ [Steps to Enrolling](#)
 - ◆ [New Student Check List](#)
 - ◆ [College Night](#)
 - ◆ [Find Your Future](#)

- F. Evaluation, assessment, and improvement processes (for the campus, its processes, its staff and faculty, its offerings, and student learning, persistence, and completion)

The college has several institutional effectiveness, evaluation, assessment, and improvement processes systematically deployed throughout all college locations including: unit planning, strategic planning, facilities planning, resource allocation/budgeting, faculty and staff evaluation, program review, capital planning, assessment of student learning and AQIP. Responsibility for institutional effectiveness and planning resides with the President's Office and the respective Vice President responsible for the area under consideration, be it assessment of technology with the Chief Information Officer, assessment of marketing with the Marketing Director, or in the academic realm with the Vice President for Instructional Services and so on. The design, evaluation, and improvement of the specific assessment process are supported through the office of Planning and Institutional Effectiveness. Each process is implemented through a cross-functional committee comprised of individuals representing key campus constituencies from both the East and Quad Cities campus as well as the many satellite locations offering community and adult education.

The respective Vice President is responsible for assuring priorities established through these processes are deployed in a manner that meets the unique campus / division environment. For example, the Vice President for East Campus is responsible for assuring the college unit planning process is implemented and acted upon by the various departments reporting through that office. Facilities planning conducted through the college-wide Master Facilities Planning process included separate dialogues unique to the environment at East Campus.

- a. [Unit Planning Instructions](#)
- b. [Facilities Planning](#)
- c. [Resource Allocation/Budgeting](#)
- d. [Faculty Evaluation](#)
- e. Staff evaluation
 - ◆ [Performance Evaluation Employee Training Guide](#)
 - ◆ [Performance Evaluation Manager Training Guide](#)
- f. [Program Review Calendar](#)
- g. [Program Review Instructions](#)