

Focused Visit Report

After the team reaches a consensus, the team chair completes this form to summarize and document the team's view. Notes and evidence should be essential and concise.

Submit the completed draft report to the HLC staff liaison. When the report is final, send a single electronic document (in PDF format) to finalreports@hlcommission.org.

Institution: Purdue University Northwest City, State: Hammond, IN Visit Date: 09/26-27/2016

Names of Peer Reviewers: (List the names, titles and affiliations of each peer reviewer. The team chair should note that designation in parenthesis.)

Michelle Behr, Provost and Dean of the College, Birmingham-Southern College
John Stone, Senior Associate Dean, University of Wisconsin-Extension (Chair)

Part A: Context and Nature of Visit

1. Purpose of the Visit:

A focused visit to ascertain the appropriateness of the Change of Control, Structure, or Organization approval and the institution's compliance with any commitments made in the Change of Control application and with the Eligibility Requirements and Criteria for Accreditation.

2. Accreditation Status:

Purdue University Northwest is accredited at the associate, bachelor's, master's and doctoral levels. Accreditation at the doctoral level is limited to the Doctorate of Nursing Practice. Accreditation at the Master's level is limited to the MBA and course offerings part of degree programs at Purdue University in West Lafayette. The year of the next reaffirmation of accreditation is scheduled for 2020-21.

3. Organizational Context:

In February, 2014, the Purdue University Board of Trustees reviewed several proposals designed to optimize the regional campuses in the northwest corner of the state, and at their direction Purdue Calumet and Purdue North Central began to collaborate on a plan to unify the two institutions. A proposal for a unified Purdue institution, named Purdue University Northwest, was submitted to the Higher Learning Commission (HLC) for approval in July, 2015. The HLC Board approved the unification in late February, 2016, and Purdue University Northwest launched its first academic year in fall 2016.

4. Unique Aspects of Visit:

None

5. Areas of Focus

Complete the following A and B sections for each area of focus.

A1. Statement of Focus:

That the institution engages in collaborative processes, with the appropriate input from all stakeholders, to fulfill its mission.

Note relevant Criterion, Core Component(s) or Assumed Practice(s):

Criterion Five: Resources, Planning, and Institutional Effectiveness. Core Component 5.B: The institution's governance and administrative structures promote effective leadership and support collaborative processes that enable the institution to fulfill its mission.

B1. Statements of Evidence (check one below):

- Evidence demonstrates adequate progress in the area of focus.
- Evidence demonstrates that further organizational attention is required in the area of focus.
- Evidence demonstrates that further organizational attention and HLC follow-up are required.
- Evidence is insufficient and demonstrates that HLC sanction is warranted.

Evidence:

With representation from both campuses, Purdue University Northwest's governance groups (i.e., Faculty Senate, Administrative Professional Staff Advisory Committee, Clerical and Service Staff Advisory Committee, and Student Government Association) have developed and approved foundational documents—including revised and unified constitutions and by-laws. While it is clear that these important documents will change and evolve over time, their creation was essential to positioning the new institution to move forward. Moreover, the intensely collaborative process of creating these documents has fostered important short- and long-term relationships among constituents on both campuses.

While significant faculty time and energy have been devoted to efforts to unify the curricula of the Purdue Calumet and North Central campuses, the process can best be described as ongoing, uneven and still in its nascent stages. Much work remains to be done. The unified formal curriculum review and approval process has yet to be implemented. Achieving curricular innovation and revision will remain hamstrung until this unified structure has been implemented, and problems ironed out. Similarly, the need for many more important, and, admittedly, difficult discussions between faculty on both campuses will need to be had before a unified, efficient, non-duplicative curricula can be efficiently delivered to the students on both campuses.

Faculty Senate representatives from the Hammond and Westville campuses worked collaboratively to develop the Purdue University Northwest Promotion and Tenure Criteria, Guidelines, and Procedures. This document is an essential piece, not only guiding the conduct of personnel reviews and promotion and tenure decisions, but as an impetus for defining consistent teaching load assignments, funding start-up packages, plotting paths of professional development, and developing uniform scholarly expectations across the two campuses.

Purdue University Northwest's unification efforts continue to face significant challenges with respect to the distance between the two campuses and, in turn, the merging of the cultures of the two institutions. Purdue University Northwest has explored partial solutions—including use of centrally-located meeting places and running shuttle buses between the campuses. Creating events, processes, occasions, and reasons for constituents of the two campuses to interact in both formal

and casual settings will push the campus communities to develop common cause and organizational culture. However, it is difficult to imagine a truly unified institution, in the most comprehensive sense, until the perceived “friction of distance” is overcome.

A2. Statement of Focus (if applicable):

That the institution engages in systematic and integrated planning.

Note relevant Criterion, Core Component(s) or Assumed Practice(s):

Criterion Five: Resources, Planning, and Institutional Effectiveness. Core Component 5.C: The institution engages in systematic and integrated planning.

B2. Statements of Evidence (check one below):

- Evidence demonstrates adequate progress in the area of focus.
- Evidence demonstrates that further organizational attention is required in the area of focus.
- Evidence demonstrates that further organizational attention and HLC follow-up are required.
- Evidence is insufficient and demonstrates that HLC sanction is warranted.

Evidence:

The Division of Academic Affairs will reorganize to include a focus on three essential areas: academic programming, academic support and development, and planning and institutional effectiveness. Each of these areas will be co-led by the division’s associate vice chancellor and an elected member from an advisory group with constituent membership from across the institution. This restructuring positions the division to promote academic innovation, engage in continuous quality improvement, as well as support and drive an integrative approach to planning and strategic resource allocation in the years ahead.

The institution has deployed an extensive array of unification committees to manage revision, implementation and operational planning in a number of functional areas, including (but not limited to) human resources, information services, research and sponsored programs, and financial aid. The evidence affirms that these groups have played a critical role in pushing unification efforts forward. However, the breadth and depth of challenges affiliated with uniting the operation of the two campuses in the condensed time frame have inhibited fully engaging in meaningful systematic and integrated middle- and long-term planning. Opportunities remain for moving beyond the re-creation of legacy structures and tradition-bound thinking, identifying new structures, programs and services to serve new audiences in new ways—making the unification about more than the sum of its institutional parts.

A3. Statement of Focus (if applicable):

That the institution furnishes audited financial information.

Note relevant Criterion, Core Component(s) or Assumed Practice(s):

Eligibility Requirement #8, Assumed Practice D.5: The institution undergoes an external audit by a certified public accountant or a public audit agency that reports financial statements on the institution separately from any other related entity or parent corporation. For private institutions the audit is annual; for public institutions it is at least every two years.

B3. Statements of Evidence (check one below):

- Evidence demonstrates adequate progress in the area of focus.
- Evidence demonstrates that further organizational attention is required in the area of focus.

- Evidence demonstrates that further organizational attention and HLC follow-up are required.
- Evidence is insufficient and demonstrates that HLC sanction is warranted.

Evidence:

Purdue University Northwest met with the Commission's Institutional Liaison to further discuss the issue of an external audit. The Commission has concluded that the Purdue University Northwest's audit schedule satisfies Commission requirements.

Moreover, the solid financial standing of both predecessor institutions effectively positions Purdue University Northwest to succeed as a unified institution. Blending the budget planning processes of both campuses, identifying best practices, engaging an inclusive membership in the Chancellor's Budget Committee, and working collaboratively with the West Lafayette campus have proceeded thoughtfully and deliberatively. These efforts will support the evolution toward a more decentralized budget support system and, in turn, position the institution to improve forecasting and better align budgeting with strategic initiatives in the years ahead.

A4. Statement of Focus (if applicable):

[Redacted]

Note relevant Criterion, Core Component(s) or Assumed Practice(s):

[Redacted]

B4. Statements of Evidence (check one below):

- Evidence demonstrates adequate progress in the area of focus.
- Evidence demonstrates that further organizational attention is required in the area of focus.
- Evidence demonstrates that further organizational attention and HLC follow-up are required.
- Evidence is insufficient and demonstrates that HLC sanction is warranted.

Evidence:

[Redacted]

A5. Statement of Focus (if applicable):

[Redacted]

Note relevant Criterion, Core Component(s) or Assumed Practice(s):

[Redacted]

B5. Statements of Evidence (check one below):

- Evidence demonstrates adequate progress in the area of focus.
- Evidence demonstrates that further organizational attention is required in the area of focus.
- Evidence demonstrates that further organizational attention and HLC follow-up are required.
- Evidence is insufficient and demonstrates that HLC sanction is warranted.

Evidence:

[Redacted]

6. Other Accreditation Issues: (If applicable, list evidence of other accreditation issues.)

The Report of a Fact-Finding Visit to Purdue Calumet and Purdue North Central (November 2015) noted that while there were differences in institutional approaches to assessment of student learning and program review, progress had been made in reconceptualizing both processes. The need for substantive work in both areas remains. Faculty engagement in discussions about baccalaureate-level learning outcomes, data gathering and storage, portfolio usage, and the use of assessment data for programmatic improvement, need to proceed post-haste to improve assessment practice, mature a unified campus culture of assessment, fuel effective program review and, ultimately, improve student learning.

Part B: Recommendation and Rationale

Recommendation:

- Evidence sufficiently demonstrated. No HLC follow-up recommended.
- Evidence demonstrated. HLC follow-up recommended.
- Evidence insufficient. HLC sanction warranted.

Rationale for the team's recommendation:

The extensive and intensive collaborative work of administration, faculty, staff and students from both campuses in revising institutional governance, structures, and operation have positioned Purdue University Northwest to continue to meet the Higher Learning Commission's Eligibility Requirements, Assumed Practices, and Criteria for Accreditation. Purdue University Northwest is poised to fulfill its new mission and deliver effective service and value to the constituencies it serves now and in the future.

Through the work of the many unification committees, Purdue University Northwest has effectively triaged and addressed an extensive array of foreseen, unforeseen and typically complex operational challenges that inevitably result when combining two regional comprehensive universities--work made more demanding given the relatively condensed timeframe stipulated by Commission strictures. Indeed, the institution's laudable efforts to provide consistent and seamless service to students (and staff) during the unification have left the campus little time, opportunity or resources to completely resolve the multifaceted problems identified in the Report of a Fact-Finding Visit to Purdue Calumet and Purdue North Central (November 2015) and, more specifically, the Staff Summary Report to the Board of Trustees for Change of Control, Structure or Organization (January 2016).

Stipulations or limitations on future accreditation relationships: If recommending a change in the institution's level for review of future changes (locations, programs, delivery, etc.), state both the old and new level and provide a brief rationale for the recommended change. Check the Institutional Status and Requirement (ISR) Report for the current wording. (Note: After the focused visit, the institution's stipulations should be reviewed in consultation with the institution's staff liaison.)

None.

Monitoring:

The team may call for a follow-up interim monitoring report. If the team concurs that a report is necessary, indicate the topic (including the relevant Criteria, Core Components or Assumed Practices), timeline and expectations for that report. (Note: The team should consider embedding such a report as an emphasis in an upcoming comprehensive review in consultation with the institution's staff liaison.)

None.

The team may call for a follow-up visit. If the team concurs that a visit is necessary, indicate the type of visit, topic (including the relevant Criteria, Core Components or Assumed Practices), timeline and expectations for that visit. (Note: The team should consider embedding such a visit as an emphasis in an upcoming comprehensive review in consultation with the institution's staff liaison.)

Purdue University Northwest's next comprehensive evaluation is scheduled for 2020-21. That comprehensive visit should include emphases on four core components:

Criterion Four. Teaching and Learning: Evaluation and Improvement Core Components

4.A. The institution demonstrates responsibility for the quality of its educational programs.

4.B. The institution demonstrates a commitment to educational achievement and improvement through ongoing assessment of student learning.

Faculty, both as members of academic departments and as representatives on institutional unification committees, have engaged in discussions regarding the integration of curricula, developing and/or refining assessment efforts, and establishing processes for academic program review. True progress in any of these areas, however, has been largely limited to those academic programs holding or seeking specialized accreditation. Designing and delivering in a resource-efficient manner a truly unified curriculum, developing and operationalizing academic assessment processes, and engaging in meaningful program review remain ongoing challenges for the new general education program, and most academic programs that fall outside the sphere of professional accreditation.

Criterion Five. Resources, Planning, and Institutional Effectiveness Core Components

5.B. The institution's governance and administrative structures promote effective leadership and support collaborative processes that enable the institution to fulfill its mission.

5.C. The institution engages in systematic and integrated planning.

Work to launch a unified Purdue University Northwest has been earmarked by broad participation from both of the ancestor campuses that collaborated throughout the two-year long planning and implementation process. Efforts to unify, in particular, governance systems proceeded efficiently, earning approvals from the governance bodies of the individual campuses. The extent to which reorganized governance engages with reorganized administrative structures and new leadership will be one of the factors determining how quickly (and how well) the institution moves forward.

Moreover, Purdue University Northwest is not currently well-positioned to unify assessment, performance evaluation and planning with budgeting and resource allocation. As indicated above, institution-wide assessment and performance evaluation systems are still maturing. And moving forward with systematic and integrative planning, particularly at the functional level, appears hindered for two reasons. First, planning activities are restricted, particularly at the functional level, stymied by the heavy time and energy commitment required to address myriad challenges that result when launching a new university by unifying two regional comprehensive universities.

Second, truly effective planning cannot commence without progress merging what appear to be two distinct organizational cultures. Integrating these cultures will require both more time and energy, but is essential if Purdue University Northwest is to find new ways of doing things and prove capable of creating new, innovative solutions to both lingering and emergent problems.

Interactions with Institutional Constituencies and Materials Reviewed: List the titles or positions, but not names, of individuals with whom the team interacted during the review and the principal documents, materials and web pages reviewed.

Institutional Constituencies:

- Chancellor
- Vice Chancellor for Academic Affairs & Provost
- Vice Chancellor for Advancement
- Vice Chancellor for Enrollment Services & Student Affairs
- Vice Chancellor for Finance & Administration
- Vice Chancellor for Information Services
- Accreditation Liaison Officer
- Asst. Vice Chancellor for Learning Technologies
- Interim Director for Tech. Infrastructure Services
- Director for Customer Service Center
- Information Security Lead
- Interim Dean, College of Humanities, Education, and Social Sciences
- Interim Dean, College of Engineering and Sciences
- Dean, College of Nursing
- Dean, College of Technology
- Dean, College of Business
- Dean, Honors College
- Assoc. Vice Chancellor Business Services
- Asst. Vice Chancellor Finance & Project Mgmt./Academic Affairs
- Director, Accounting and Budget Service
- Registrar
- Members of the General Education Committee (3)
- Department Chairs (5)
- Members of the Unification Committee on Assessment (5)
- Members of the HLC Resources, Planning and Institutional Effectiveness Committee (23)
- Members of the Purdue University Northwest Unification Committee (12)
- Members of the Purdue University Northwest Faculty Senate (21)
- Open faculty session (37)
- Members of the Administrative Professional Staff Advisory Committee (5)
- Members of the Clerical and Service Staff Advisory Committee (2)
- Members of the Purdue University Northwest Student Government Association (6)

Principal Documents, Materials and Webpages Reviewed:

- Purdue University Northwest Institutional Focused Visit Report (August 2016)
- Application for Change of Control (July 2015) - Purdue University Northwest Strategic Plan
- Summary of Accredited Programs and Changes Needed for Unification (June 2015)
- Unify North Central/Calumet (website) - Purdue University Northwest Strategic Plan 2016-21 (webpage)
- Purdue University Northwest Strategic Plan Process Executive Summary
- Purdue University Northwest Student Handbook (website)
- PNW Academic Catalog, 2016-17
- Purdue University Northwest Combined Enrollment Profile (webpage) (August 2014)
- College Structure Approved by Board of Trustees (October 2015) (webpage)
- HLC Letter for Purdue University Calumet (PUC) and Purdue University North Central (PNC) (January 2016)
- Staff Summary Report Purdue University Calumet and Purdue University North Central (January 2016)
- Response to Higher Learning Commission Letter and Staff Summary Report (February 2016)

- HLC Action Letter Approving Purdue University Northwest (March 2016) - Purdue University Northwest
- Purdue University Northwest Response to HLC Auditing Requirement (March 2016)
- Questions and Answers about the Higher Learning Commission's Approval of Purdue University Northwest (webpage)
- Team Report: Reaffirmation of Accreditation Recommendation for Purdue University Calumet (September 2014)
- Team Report of a Comprehensive Evaluation Visit to Purdue University North Central (April 2011)
- Staff Analysis of Institutional Report Filed by Purdue University North Central (March 2014)
- Memo: University Forum Membership & Charter Revision (July 2014)
- Purdue University Calumet Faculty Senate Roster and Assignments 2015-16
- Purdue University North Central Faculty Senate Roster and Assignments 2015-16
- Memo: Faculty Participation in the Unification Process (July 2016)
- PUC and PNC Academic Deans Unification Reports (July 2016)
- Minutes for COLA-LASS Retreat on Reorganization for Unification (August 2015)
- Formal Letter of Invitation to Serve on Higher Learning Commission Resource, Planning & Institutional Effectiveness Committee (April 2016)
- Purdue University Northwest Vision and Mission Statement Focus Group Results, Findings and Recommendations (December 2014)
- Outline for Veteran Students Focus Groups Perception Gathering
- 2015 Purdue Northwest Mission and Vision Initiative Process Detail (2015)
- Email to the PNW Unification Committee for the Vision and Mission selection session (January 2015)
- Email Requesting Purdue Northwest Mission/Vision Focus Group Attendees (November 2014)
- Chancellor's Email Reminder to Complete Purdue Northwest Environmental Scan Survey (March 2015)
- PNW Strategy Development Meeting
- Interview Questions to Support Transformation and Alignment
- Student Focus Groups Communication Interview Questions
- Chancellor's Last Call to Veteran Students (June 2016)
- Chancellor's Email PNW Values Statement Development Meeting Invitation
- Meetings Invitations Regarding Values Discussions to Administrative Staff
- Memo: Summary of Sloane Consulting Collaborative Planning Process (July 2016)
- Advancement Operations Mission, Vision and Strategic Priorities Statement (2016)
- Alumni Engagement Mission, Vision and Strategic Priorities Statements (2016)
- Development Mission, Vision and Strategic Priorities Statements (2016)
- Marketing & Communications Mission, Vision and Strategic Priorities Statements (2016)
- Strategic Events Mission, Vision and Strategic Priorities Statements (2016)
- Counseling Center Revised Policy Procedure Manual (July 2016)
- Center for Learning & Academic Success Retreat Notes (September 2015)
- Professional Academic Advisor Retreat Slide Deck (June 2015)
- Information and Q&A sessions for the proposed Constitution of Purdue University Northwest (April 2015)
- (Approved) Constitution of the Faculty of Purdue University Northwest (2016)
- (Approved) Purdue University Northwest Faculty Senate Bylaws (August 2016)
- Purdue University Northwest Promotion and Tenure Criteria, Guidelines and Procedures (Faculty Senate Document 15-14) (February 2016)
- Faculty Senate Memo: Proposal of General Education Core Curriculum for Purdue University Northwest (April 2015)
- Faculty Senate Memo: Purdue University Northwest General Education List (March 2016)
- Memo from PNC General Education and PUC General Education Assessment Committee: General Education Update (March 2016)
- Memo from Interim Provost and Vice Chancellor for Academic Affairs and Provost: Unified Faculty Salary Structure Implementation (July 2016)

- Approved Purdue University Northwest Administrative and Professional Staff Advisory Committee Bylaws
- Approved Purdue University Northwest Clerical and Service Staff Advisory Committee Bylaws
- Approved Purdue University Northwest Constitution of the Student Government Association
- Report to the Board of Trustees: FY 2016 Final Operating Budget (October 2015)
- Purdue University Northwest (Draft) FY 2017 Final Operating Budget (September 2016)
- Purdue University Northwest (Draft) FY 2017 Final Operating Budget by Area (September 2016)
- PNC and PUC Five Year Fund Balances (FY 2012-16)
- Planning and Institutional Effectiveness Advisory Council for Continuous Improvement (planning document) (September 2016)
- Provost Letter to Campus on Reorganization of Academic Affairs (August 2016)
- Purdue University Northwest Academic Affairs Unification Working Committee Membership Rosters
- 2015 and 2016 Reports of the following Unification Committees: Career Center, Financial Aid, Human Resources, Information Services, Library, New Student Orientation, Office of Research and Sponsored Programs, and Office of the Registrar





STATEMENT OF AFFILIATION STATUS WORKSHEET

INSTITUTION and STATE: Purdue University Northwest IN

TYPE OF REVIEW: Focused Visits

DESCRIPTION OF REVIEW: A visit no later than September 2016 focused on ascertaining the appropriateness of the Change of Control, Structure, or Organization approval and the institution's compliance with any commitments made in the Change of Control application and with the Eligibility Requirements and the Criteria for Accreditation.

DATES OF REVIEW: 09/26/2016 - 09/27/2016

No Change in Statement of Affiliation Status

Nature of Organization

CONTROL: Public

RECOMMENDATION: No Change

DEGREES AWARDED: Associates, Bachelors, Doctors, Masters, Certificate

RECOMMENDATION: No Change

Conditions of Affiliation

STIPULATIONS ON AFFILIATION STATUS:

Accreditation at the doctoral level is limited to the Doctorate of Nursing Practice. Accreditation at the Master's level is limited to the MBA and course offerings at Master's level that are part of the degree programs of Purdue University in West Lafayette.

RECOMMENDATION: No Change

APPROVAL OF NEW ADDITIONAL LOCATIONS:

Prior Commission approval required.

RECOMMENDATION: No Change

*Recommendations for the
STATEMENT OF AFFILIATION STATUS*

APPROVAL OF DISTANCE EDUCATION DEGREES:

Approved for distance education courses and programs. The institution has not been approved for correspondence education.

RECOMMENDATION: No Change

ACCREDITATION ACTIVITIES:

Monitoring, Focused Visit: 09/26/2016

~~A visit no later than September 2016 focused on ascertaining the appropriateness of the Change of Control, Structure, or Organization approval and the institution's compliance with any commitments made in the Change of Control application and with the Eligibility Requirements and the Criteria for Accreditation.~~

RECOMMENDATION:

As a follow-up to this focused visit, the team recommends further organizational attention concerning Core Components 4.A., 4.B., 5.B., and 5.C. A review with emphases on these core components is to be embedded in the institution's next comprehensive evaluation scheduled in 2020-2021.

Summary of Commission Review

YEAR OF LAST REAFFIRMATION OF ACCREDITATION: 2014 - 2015

YEAR FOR NEXT REAFFIRMATION OF ACCREDITATION: 2020 - 2021

RECOMMENDATION: No Change



ORGANIZATIONAL PROFILE WORKSHEET

INSTITUTION and STATE: 1205 Purdue University Northwest IN

TYPE OF REVIEW: Monitoring: Focused Visits

DESCRIPTION OF REVIEW: A visit no later than September 2016 focused on ascertaining the appropriateness of the Change of Control, Structure, or Organization approval and the institution's compliance with any commitments made in the Change of Control application and with the Eligibility Requirements and the Criteria for Accreditation.

No change to Organization Profile

Educational Programs

Programs leading to Undergraduate	<u>Program Distribution</u>
Associates	1
Bachelors	40
Programs leading to Graduate	
Doctors	1
Masters	16
Specialist	0
Certificate programs	
Certificate	41

Recommended Change:

Off-Campus Activities:

In State - Present Activity
Campuses:
Purdue University - North Central - Westville, IN

Additional Locations:
PNW Porter County - Valparaiso, IN

Recommended Change:

ORGANIZATIONAL PROFILE WORKSHEET

Out Of State - Present Activity

Campuses: None.

Additional Locations: None.

Recommended Change:

Out of USA - Present Activity

Campuses: None.

Additional Locations: None.

Recommended Change:

Distance Education Programs:

Present Offerings:

Master 51.3801 Registered Nursing/Registered Nurse Master of Science Degree, Nursing Internet

Certificate 52.0999 Hospitality Administration/Management, Other Certificate in Hospitality - Foods and Nutrition Internet

Certificate 23.0101 English Language and Literature, General Writing Interactive Media Internet

Bachelor 51.3801 Registered Nursing/Registered Nurse Bachelor of Science Degree, Nursing Internet

Certificate 52.1299 Management Information Systems and Services, Other Information Systems Internet

Certificate 52.1299 Management Information Systems and Services, Other Project Management Internet

Certificate 52.1299 Management Information Systems and Services, Other E-business Management Internet

Master 13.0101 Education, General Master of Science in Education Internet

Bachelor 51.3801 Registered Nursing/Registered Nurse RN to BSN Internet

Master 15.1501 Engineering/Industrial Management Master of Science in Technology Internet

Certificate 15.1501 Engineering/Industrial Management Organizational Leadership and Supervision Internet

Bachelor 15.1501 Engineering/Industrial Management Organizational Leadership and Supervision Internet

Bachelor 52.0901 Hospitality Administration/Management, General Hospitality Tourism & Management Internet

ORGANIZATIONAL PROFILE WORKSHEET

Doctor 51.3818 Nursing Practice Doctor of Nursing Practice Internet

Recommended Change:

Correspondence Education Programs:

Present Offerings:

None.

Recommended Change:

Contractual Relationships:

Present Offerings:

None.

Recommended Change:

Consortial Relationships:

Present Offerings:

None.

Recommended Change:
