WATC

TECHNICAL COLLEGE

CHAPTER 4

CRITERION TWO: INTEGRITY:
ETHICAL AND RESPONSIBLE CONDUCT

Hitting It BIG

SELF-STUDY
2014

Chapter 4…

Criterion Two: Integrity: Ethical and Responsible Conduct

The institution acts with integrity; its conduct is ethical and responsible.

Wichita Area Technical College (WATC) strives to protect its integrity through programs and activities that are congruent with the mission and consistent with its purpose. Upholding integrity is of utmost importance to WATC.

Integrity begins with clear mission, vision, and values. WATC's mission and vision statements identify the college's role within the community as the leading provider of higher education, specializing in the delivery of career technical education.

WATC operates legally, responsibly, and with fiscal honesty. Processes and systems are in place throughout the college to ensure that WATC acts with integrity. The college is in compliance with local, state, and federal laws; adheres to accreditation requirements; and has internal processes and policies that promote honest, fair, and ethical actions. The Sedgwick County Technical Education and Training Authority (SCTETA), governing board for WATC _(WATC Board)_, provides appropriate oversight to the college and to the president to ensure local, state, and federal obligations are met and maintained.

WATC accurately reports its affiliation status with the Higher Learning Commission of the North Central Association (HLC-NCA) in all major college documents and publications, such as class schedules, the strategic plan, recruiting materials, and marketing materials. WATC also prominently publishes accreditation contact information in all pertinent documents and on the college's Web site. Some technical programs are also affiliated with, or accredited by, additional agencies, and WATC accurately reports its affiliation status with these agencies.

Dental Assistant Program Sheet

Core Component 2.A

The institution operates with integrity in its financial, academic, personnel, and auxiliary functions; it establishes and follows fair and ethical policies and processes for its governing board, administration, faculty, and staff.

Fiscal Integrity and Oversight

Fiscal integrity is evidenced by the processes in place to safeguard college funds, including approval by the WATC Board of the annual operating budget. Budgets are prepared by individual program and department administrators and require approval of the WATC Leadership Team and the WATC Board Finance Committee. In addition, the base budget and any new budget initiatives are approved by Leadership Council. The WATC Board requires an annual independent audit of the college and foundation.

Finance department staff prepare monthly financial statements for the WATC Board Finance Committee to review. The statements are presented and approved at monthly WATC Board meetings. The federal financial aid program is audited annually as required by the U.S. Department of Education (DOE).

Finance and Operations: The college uses generally accepted accounting principles and has the *policies*, procedures, and internal controls in place to provide accountability for college funds and assets. Some examples of the controls in place include the requirement that invoices be approved by program deans or directors and that the availability of budget funds be established prior to payment. In addition, charges to, payments for, and refunds from students and external clients for classes and training are recorded correctly and in a timely manner in accordance with government regulations. Purchases of goods, materials, and services are performed in an ethical and efficient manner using purchase orders or direct-payment vouchers, and purchases made with grant funds comply with the procurement standards as set forth by the Office of Management and Budget Circular A-110. Contractual agreements are documented by formal written agreements. Some of these agreements include clinical site agreements, consulting services, leases, public and private partnerships, and facility services. Purchase requests in the amount of $10,000 or more must go through a formal bidding process.

Financial Aid: Each student applying for financial aid must complete a Free Application for Student Aid (FAFSA) and provide appropriate related documents. All disbursements are processed by WATC's Business Office. Information about financial aid is clearly posted on the *WATC Web site* for students and the public to view. The DOE performed a review of WATC's financial aid processes in June 2012. As a result of this review, WATC is awaiting a final report from the DOE for errors made in the calculation of financial aid to students enrolled in fewer than 12 credit hours. To ensure that similar errors are not made in the future, new internal procedures and reports were put into place.

The college has consistently received unqualified audit opinions since separation from USD 259 in 2004.

Governing Board: The *WATC Board* protects the integrity of the college in a number of ways. The WATC Board works with the president to ensure that the college operates legally and with fiscal responsibility. The WATC Board follows public meeting laws and regulations, conducts regular monthly meetings, adheres to adopted procedures and protocols, and keeps accurate minutes that are public records. Pursuant to the *Kansas Open Meeting Act*, WATC Board meetings are open to the public. WATC's president directly reports to the WATC Board. Monthly meetings include the president's report to inform and update the WATC Board on college financial, legal, and academic matters.

2013 Budget Approval

WATC Board Meeting Agenda and Minutes

SCTETA By-Laws

Administration

The *Leadership Team* and the Leadership Council assist the president in fulfilling the college's mission and planning initiatives.

Leadership Team

The WATC Board hires the college president, who selects a senior cabinet (Leadership Team) that meets weekly to discuss current and future issues, directives, and plans to guide the college. The Leadership Team includes:

- vice president, Academic Affairs, *see Appendix I*
- vice president, Marketing and Student Services, *see Appendix I, Page 2*
- vice president, Finance and Operations, *see Appendix I*
- executive director, Advancement and Employer Services, *see Appendix I, Page 3*
- executive director, Information Technology and Institutional Effectiveness, *see Appendix I, Page 2*
- executive director, Human Resources, *see Appendix I, Page 3*

Leadership Council

In spring 2011, the college implemented a formal process to integrate planning, budgeting, and problem solving into a single committee. This committee is an example of the college's participatory decision-making process and is referred to as the *Leadership Council*. Leadership Council offers advice to the president on college policies and procedural matters, on creating the general budget, and on aligning budget recommendations with the college's strategic plan. Leadership Council is comprised of two full-time faculty who are elected at-large by their peers; two full-time classified staff members who are elected at-large by their peers; one full-time dean or director who is elected at-large by peers; one adjunct faculty member who is selected by the president from among three nominees from the Faculty Council; a student representative who is appointed by the president; vice president, Academic Affairs; vice president, Finance and Administration; vice president, Marketing and Student Services; and the college president. Minutes from each Leadership Council meeting are e-mailed to faculty and staff and are posted on WATC's Web portal (myWATC).

Leadership Council Documents

The *WATC Leadership Team and Leadership Council* foster an atmosphere of integrity by consistently implementing clear and fair policies regarding the rights and responsibilities of faculty, staff, and students. These two groups completed a review of all policies and procedures in 2012. Policies and procedures that were out of date were eliminated, updated, or reaffirmed. Policies that have Leadership Council approval are posted on WATC's Web site and myWATC for easy access by faculty, staff, and the general public. The approach of the Leadership Team and the Leadership Council allows for transparency of activities and active engagement of faculty and staff in discussing critical issues involved in college decision making.

Chapter 4: Criterion Two

Academic Integrity

Protecting the college's academic integrity includes following proper processes for maintaining data, records, and information. WATC ensures that records are secure against physical loss and unauthorized access and use. Student documents are scanned into Banner, the college's student information system. The registrar's office is compliant with the Family Educational Rights and Privacy Act of 1974 *(FERPA)*, and the college requires all faculty and staff to retrain annually on FERPA guidelines. The Human Resources (HR) division maintains *records* for all faculty to verify academic and professional qualification requirements. These records include transcripts, résumés, licenses, and other documents pertaining to performance and achievements. Whether electronic or hard copy, security and permissions are governed by HR, *see Appendix G.*

FERPA Policy

WATC's Leadership Team and Leadership Council reviewed all college policies and procedures in 2012 and 2013.

Governmental Oversight: WATC demonstrates academic integrity by adhering to the standards set by accrediting bodies, complying with state and federal agencies, and aligning programs with Kansas Board of Regents (KBOR) requirements. KBOR works with state community and technical colleges to create common *core outcomes* for courses and programs, driven by the needs of business and industry. This system allows for easy transfer of credits and consistency in teaching and learning outcomes across the state.

Kansas Board of Regents Program Alignment

While the college is compliant, it must improve consistency in the collection and maintenance of program specific documentation, such as immunizations, certifications, and/or licenses

WATC also complies with all federal and state regulations regarding academic and institutional requirements. This includes being in compliance with all reporting requirements, such as the *Carl D. Perkins Act*, Integrated Postsecondary Education Data System, the Higher Education Opportunity Act (HEOA), Gainful Employment disclosures, and other mandated reporting measures.

WATC Consumer Information

Curriculum Process: To support academic integrity, faculty, deans, and IATs share responsibility for curricula. Certain program curricula must adhere to guidelines set forth by accrediting agencies. In most programs, governance is shared among faculty, administration, *accrediting agencies*, and KBOR.

> **Codes of Conduct**: The vice president, Academic Affairs, and the dean of students worked with the academic deans and directors to establish the *Academic Code of Conduct* and revise the *Student Code of Conduct*. The policies were sent to the Leadership Team for review and modification, to the Faculty Council for approval, and then to Leadership Council for final approval and acceptance in

spring 2012. These two policies assist students and faculty regarding college expectations, rights, and responsibilities and help resolve behavioral and academic issues in a consistent and ethical manner. They offer legal protection for WATC and assure due process for students. The Academic Code of Conduct and the Student Code of Conduct are readily accessible on myWATC on the Student tab and are referenced in all college syllabi.

Personnel Functions

Integrity in the workplace is assured through WATC policies and procedures that demonstrate compliance with all appropriate local, state, and federal laws regarding employment, benefits, and other issues. The college is an equal opportunity employer in accordance with state and federal laws and regulations. Protecting the rights of faculty and staff is of critical importance to WATC. A wide variety of faculty and staff policies are in place and are readily available for review on WATC's Web site and on myWATC. WATC employees are sent WATC Board meeting notices each month. Annually, WATC negotiates in good faith with representatives of its faculty. Negotiations culminate in a final faculty negotiations document. The HR division coordinates activities related to employment and training, ensuring that faculty and staff are appropriately qualified for employment as stated in their job descriptions.

Personnel Policies

Employment: Applicants are considered based on qualifications outlined in job descriptions. To maintain integrity in the hiring process, only applicants who meet minimum qualifications of experience and/or education are forwarded to the selection committees for further consideration. HR adheres to all applicable laws regarding the use and safekeeping of such documents and the information contained in them.

Job Descriptions: To ensure accuracy and consistency with actual duties performed, all job descriptions were reviewed and last updated in fiscal year 2013. In addition to the review of job descriptions, if a position becomes vacant, supervisors are asked to verify the continued validity of the job description prior to a public posting of the job.

Position Description

> *Job descriptions should be updated to include expectations set forth within the performance evaluation documents*

Staff and Faculty Qualifications: When positions require licensure, certification, or registration, these are verified at the time of hire. Verification is obtained by HR by written or electronic confirmation with the primary source. When positions require postsecondary degrees, employees are instructed to have transcripts sent directly to HR. Many faculty are required to be certified with industry and educational credentials. Faculty who have the experience required for a position but lack the education preferred for their position are required to participate in an *Academic Development Plan of Study*, which is a signed agreement that outlines the degree to be pursued and the timeline to meet their commitment to the plan of study, *see Appendix G.*

Employee Welcome to WATC

Employee Evaluations: WATC recognizes that organizational success is driven by individual efforts to achieve identified goals and objectives. The college has implemented a performance management process to identify, measure, and communicate performance expectations and results to employees.

A new performance evaluations process was implemented in 2012 for staff. Staff assist in developing their performance appraisals, which are specifically tailored to the college's mission, vision, and values. They determine how their jobs help the college increase the number of credits and provide services to the community, and they also identify what performance level is required to score ratings from outstanding to unacceptable. As supervisors reviewed employee progress at the end of fiscal year 2013, updates were made to individual employee accountabilities for the new fiscal year. As in 2012, employees continue to be involved in the process. Performance appraisals were not tied to compensation for fiscal year 2013 but may be in fiscal year 2014 when the college moves to a merit-based, pay-increase system.

> *The college lacks a systematic connection between job descriptions and the indicators identified in inidividual's performance evaluations.*

Employee Performance Evaluation (Blank)

Employee Performance Evaluation (Completed)

Performance evaluations for faculty are tied to classroom and academic performance. The purpose of the *faculty evaluation* system is to recognize areas of excellence and improve performance where warranted. All full-time faculty are evaluated through student evaluations, classroom observations, and self-evaluation. They meet with the vice president, Academic Affairs, on a bi-annual schedule to review the evaluation results. Adjunct faculty are evaluated at least annually by their academic dean or lead instructor.

Training: To maintain faculty and staff skill levels, 20 hours of *professional development* activities are required annually of all full-time employees. Opportunities to meet this requirement are offered by the college on a regular basis. Attendance at a *new-employee orientation* is required of all new employees, and *New Staff Academy* is required within six months of the hire date to further educate staff about policies, procedures, and perks of working for WATC. *Inservice training* is offered twice annually, and attendance is required of all employees. Inservices allow the college to offer instruction about new policies and help employees update skills and meet some of their professional development requirements. In 2012, *supervisor training* was established on a quarterly basis with attendance mandatory for all supervisory staff.

Auxiliary Functions

Partnerships: WATC is in a unique position within the community and state because it has *partnerships* with numerous businesses and industries that further education and work opportunities. The college's association with these partners bolsters its reputation in the Wichita community and benefits the academic programs offered at WATC.

Chapter 4: Criterion Two

The National Center for Aviation Training (NCAT) is a world-class facility where aviation research and training unite. NCAT, an initiative of *Sedgwick County Board of County Commissioners*, is managed and occupied by WATC. The National Institute for Aviation Research (NIAR) serves as a partner at NCAT and teams with WATC faculty to identify industry trends in an effort to reduce the training gap in the aviation industry. Portions of several NIAR key laboratories are housed at NCAT, including Advanced Coatings Laboratory, CAD/CAM Laboratory, Composites and Advanced Materials Laboratory, and Nondestructive Testing Laboratory. Many WATC programs utilize the NIAR laboratories to enhance coursework. WATC partners with numerous businesses and industries to offer courses that fit their individual training requirements. All of these partnerships are guided by contractual agreements and monitored through policies approved by the WATC Board.

In addition to its business and industry partners, WATC is continually building educational partnerships with high schools and four-year colleges.

Bookstore: WATC operates two bookstore locations — the NCAT Campus and the Southside Center (Southside). The primary goal of the Bookstore is to ensure that students are able to obtain the course materials they need at reasonable prices. Both locations provide official WATC *college textbooks* (new and used), classroom materials, office supplies, and WATC logo apparel. In accordance with HEOA, the Bookstore is required to disclose the cost of new and used books on book lists posted by course name and number. The Bookstore's return policy is provided on a separate sheet of paper that is stapled to the receipt when students purchase their books. The return and buy-back policy are on the Bookstore's Web page. This practice ensures that students are fully informed of bookstore policies.

The bookstore provide students access not only to books but also to course materials required for technical training, such as measurement tools, scrubs, and other items

WATC Foundation: The *WATC Foundation* has nonprofit 501(c)(3) status and exists to provide support to students, faculty, and staff, allowing WATC to produce a skilled workforce. WATC Foundation funds consist of restricted pledges, restricted endowments, unrestricted funds, restricted equipment funds, and restricted scholarship funds. Support to students is provided in the form of scholarships and emergency loans in times of financial crisis. Support to faculty and the college in general is provided by in-kind donations of materials and equipment. Integrity is maintained in all WATC Foundation business by the appointment of an eight-member WATC Foundation Board, which meets quarterly to review and approve finances, accept contributions, and make decisions on scholarship availability. WATC students may view available scholarships on their myWATC page. Information about the scholarships and requirements for eligibility are clearly posted. Students may apply for scholarships though the WATC Foundation by completing and submitting a standardized form that is considered by a scholarship committee.

Core Component 2.B

The institution presents itself clearly and completely to its students and the public with regard to its programs, requirements, faculty and staff, costs to students, control, and accreditation relationships.

WATC presents itself clearly and completely to its students and to the public. The college has worked diligently to improve its Web site and the information it contains. In 2010, a local marketing firm collaborated with a team from WATC to create a more user-friendly Web site. The new Web site is organized, intuitive, and includes readily accessible information. Current students can also access the myWATC portal through the WATC Web site.

Programs and Requirements

WATC strives to present clear and accurate information to prospective and current students with regard to its programs. Students can obtain *information* about the programs offered at WATC by visiting the NCAT or Southside campuses or by searching WATC's Web site. The college transitioned from an advising to an academic coaching model in fall 2012. The academic coaches are assigned to specific programs and are responsible for assisting the students in those programs from beginning to end. Students receive comprehensive information from their academic coaches on their program of study, including program requirements, costs, and career options. The program information located on WATC's Web site guides academic coaches and students during the advising process. WATC has an open-admissions policy; however, programs have specific requirements for acceptance, and these are specified on the *program checklists*. Academic coaches provide assistance to students if they encounter barriers that impede their success, and they can also provide community and college-based resources to help students achieve their goals.

Recent changes in Student Services, including the change to an academic coaching model, provide numerous opportunities for the college.

Admissions Checklist

Students have access to *myWATC*, which is used to communicate information to them and allows them access to their educational records. Within myWATC, on the Student tab, is a link to *myDegreePlan*. Students are able to see the requirements of their current programs on this site and can view their progress toward completion. Students can access other useful college-related Web sites, tools, and online courses through myWATC.

myDegreePlan Faculty Guide

The *Program Features page* provides an overview of the program, admission requirements, including those specific to the program, and accreditation status. This page also has links to the curriculum for the program, course descriptions, and the interactive course schedule. The name of the academic coach

myDegree plan keeps students informed of progress within their program at any given time, allowing them to take ownership of their education.

assigned to each program is also provided along with contact information to help students receive additional information. If applicable, the Program Features page includes information for Innovative Technology for Learning (ITL) content. ITL provides the online environment for many of WATC's technical courses. It clearly presents competency-based content that was developed through an interaction between subject-matter experts (SME) and online-content professionals.

Tutoring and test preparation is provided through the Academic Success Centers. These services are provided free of charge, but students must actively participate to fully benefit from them.

Support Services

Information on services offered through the Career and Disability Services department can be found on course syllabi and WATC's Web site. Career and Disability Services representatives are available at the NCAT and Southside campuses. The Academic Success Center (ASC) provides free tutoring to current students in various subjects. Information on ASC services and availability to students can be found on WATC's Web site and on myWATC. The ASC's serve as computer laboratories and are open to students.

Employer Services

WATC provides non-credit training for business and industry partners. The college is dedicated to providing comprehensive training services to give employers a competitive advantage through a skilled workforce. The colleges' *Employer Services department* works with employers to identify training needs and ensures these requests are met in a timely and professional manner. Information on training is listed on WATC's Web site. The Employer Services department offers training to the public on topics such as Social Media, Microsoft Office, and Six Sigma.

Faculty and Staff

Contact information and office hours for faculty are included on course *syllabi*. Faculty for online courses also provide virtual office hours for students enrolled in online coursework. Staff are available at the NCAT and Southside campuses with varied office hours.

Student Costs

Cost information is located in several areas of WATC's Web site and is accessible to students and the general public. The primary location for comprehensive information on program and general education costs is found in the Tuition and Fees section of the Admissions Web site. This page provides three links: a *document* listing all program costs, the college's net price calculator, and the Paying for College Web site. *Individual program checklists* are also available on the Web site from any program of study link. These forms provide program information such as program location, admission requirements, college division, program title, total credit hours required, and total costs. Students who inquire about WATC in person are also provided the same program checklists.

WATC Newsroom

Disability Services

Career Services

Tutoring

Employer and Career Services

Tuition and Fees

WATC Program Checklists

The WATC Web site provides comprehensive program information, including costs.

Students are provided a copy of their invoices at the time of enrollment. The WATC Business Office and Financial Aid Office have representatives at the NCAT and Southside campuses.

 Paying for College

Control

Sedgwick County Technical Education and Training Authority (SCTETA), *governing board* for WATC (WATC Board), includes 11 appointed members with voting authority. The *WATC Board* meets monthly to establish and approve policies, regulations, and procedures for the college. Information about the WATC Board can be found on WATC's Web site, along with links to the by-laws and monthly meeting agendas and minutes.

 SCTETA By-Laws

KBOR serves as a coordinating board for Kansas' community and technical colleges and is the governing board for the state's public universities. KBOR, in conjunction with the *Kansas Postsecondary Technical Education Authority* (TEA), approves the technical programs offered by WATC.

Accreditation Relationships

In October 2008, the college received initial *accreditation* from HLC-NCA. The college's accreditation status is displayed on WATC's Web site and on *documents* that are available to students and the general population. WATC programs are also accredited by, or affiliated with, several organizations. These relationships are clearly and publicly presented on WATC's Web site through the Admissions/*Program of Study* page and on paper versions of these documents, *see Appendix F.*

Although the college displays both college and program accreditation, the associated benefits of accreditations may not be communicated.

 HLC Accreditation

Core Component 2.C

The governing board of the institution is sufficiently autonomous to make decisions in the best interest of the institution and to ensure its integrity.

Sedgwick County Technical Education and Training Authority

The Sedgwick County Technical Education and Training Authority (SCTETA), governing board for WATC (WATC Board), possesses all of the powers of a corporate body for the purpose of exercising rights and privileges necessary for the management and administration of WATC. According to SCTETA By-Laws, Article I, Section 1(a):

> The governing board of Wichita Area Technical College (WATC), shall be called the *Sedgwick County Technical Education and Training Authority* (SCTETA) established by an act of the Kansas Legislature (K.S.A. 72-4436 et seq., 2003 Supp.), and by Sedgwick County Resolution number 173-04. The board possesses all of the powers of a body corporate for the purposes created by or that may exist under provisions of

 Government Establishment of the Board

 Sedgwick County Resolution of SCTETA as WATC Board

 KBOR Approval of SCTETA as WATC Board

the law of the state of Kansas to exercise such rights and privileges as may be necessary for the management and administration of WATC.

The purpose of the board is to be the official [governing body](#) of the college and to assume all legal and fiduciary responsibilities in accordance with provisions of Kansas law and subject to the rules, regulations and supervision of KBOR.

Appointment Process

The WATC Board is actively involved in the oversight of the college and has a strong desire to see it succeed. According to the [SCTETA By-Laws](#), Article I, Section 2, the WATC Board consists of 11 members: nine are from the private sector in Sedgwick County and are appointed by the Sedgwick County manager; one member is appointed by the Sedgwick County Board of County Commissioners; and one member is appointed by the City Council of the City of Wichita. Current employees of WATC are prohibited from serving on the WATC Board. The business sectors that are represented on the WATC Board correspond with programs offered at WATC. See Table 1.1, WATC Board Members.

Table 1.1		
Jim Walters, Chair	Vice President, Human Resources	Cessna Aircraft Company
Jeff Turner, Vice Chair	Board Member	Spirit AeroSystems
Lyndon Wells	Executive Vice President	Intrust Bank
John Dieker, Treasurer	Vice President of Operations	Bombardier Learjet
Patricia G. Koehler	President	JR Custom Metal Products, Inc.
Cindy Hoover	Director, Fuselage Engineering	Spirit AeroSystems
John O'Leary	Vice President and General Manager	Airbus
Matthew Leary	Chief Financial Officer	Wesley Medical Center
Pete Meitzner	Council Member, District 2	City of Wichita
Kim Shank	Executive Director	Wichita Clinic
Dave Unruh	County Commissioner	Sedgwick County Board of County Commissioners

Subcommittees

The WATC Board adheres to all public meeting laws and regulations. Monthly meetings are held to take action on agenda items, receive citizen input, and hear reports about college activities. The WATC Board also has one active subcommittee, Finance

SCTETA Board Minutes - 7-30-10

The Finance and Facilities subcommitee includes financial experts.

and Facilities, that reviews the college's annual budget and monthly financial statements and provides facility oversight for major decisions for maintenance and campus footprint. The utilization of existing space and opportunities to increase and/or reduce the existing footprint to better serve students are often discussed by this committee, with guidance to administration prior to a full WATC

Board discussion. As an example, WATC closed the Comotara location in 2010 and moved the programs housed there to other campuses.

WATC's Board has other *subcommittees* that were created to address college needs. For example, the Curriculum, Transition, and Human Resources/Compensation subcommittees were created to facilitate the start-up of the NCAT Campus. These subcommittees were eventually shelved by the WATC Board or transferred to college administration, faculty, and/or staff.

Core Component 2.C.1

The governing board's deliberations reflect priorities to preserve and enhance the institution.

The WATC Board seeks to preserve and enhance the college by operating legally, responsibly, and with fiscal honesty. The college abides by U.S. federal laws, such as the Age Discrimination in Employment Act, the Americans with Disabilities Act, the Civil Rights Acts, the Nondiscrimination on Basis of Sex in Education Act, the Student Right-to-Know and Campus Security Act, and FERPA. The *policies and procedures* in place at WATC are in accordance with local, state, and federal guidelines.

> *Most companies represented by board members are the same companies that rely on the college to provide a well-trained workforce.*

During the academic years 2008–2011, as the NCAT Campus was being built, WATC Board meetings focused on the aviation industry and the importance of a trained workforce. Program development and the building progress were reviewed monthly until WATC moved into the facility. The WATC Board continues to monitor and provide data on workforce needs in employment and skill sets impacting the local workforce.

SCTETA Board Minutes - 5-27-10

Another example of the WATC Board's commitment to preserving and enhancing the college is the focus it places on high school enrollment. In 2011, the director, Institutional Research, presented the *WATC Board* with enrollment data, which indicated that the bulk of WATC students were nontraditional students and that very few students entered WATC directly out of high school. The WATC Board directed the marketing staff to recruit recent high school graduates. Accompanying this marketing strategy, WATC created new *articulation agreements* with several local school districts. In addition, Kansas Senate Bill 155, passed in 2012, created funding for *high school students* to receive postsecondary credit for technical courses. All three initiatives have significantly increased the number of high school students and recent high school graduates being served by WATC.

In addition to pursuing strategies that create growth opportunities for the college, the WATC Board has shown its commitment to furthering the educational and career goals of graduating students. The WATC Board was actively engaged in the pursuit

Chapter 4: Criterion Two

of a *partnership program* with Pratt Community College (PCC), which resulted in a partnership that allows students who have completed the Practical Nurse program and received their license to pursue an Associate Degree in Nursing through PCC. This qualifies them to take the National Council Licensure Examination for Registered Nurses (NCLEX-RN). WATC Board members wrote letters of recommendation to the Kansas Board of Nursing and KBOR to help secure this partnership.

Over the past five years, the state budget appropriations for postsecondary funding have remained relatively flat with some decreases. Annual increases based on a newly developed tiered-funding model have not been actualized with the exception of a one-year increase for fiscal year 2013. In antic-ipation of these changes, the WATC Board held a retreat in January 2013 to assess the possible impact of funding cuts and changes to the state funding formula. Strategies were developed to mitigate the impact of budget-

No board member has direct ties to the Kansas legislature. WATC must rely on board members, lobbyists, KBOR, and college leadership to ad-vance the cause at the state capital.

2013 Board Retreat

ary changes on all of WATC's stakeholders. The WATC Board recognized the prospect of limited state funding increases and empowered administration to begin focusing on increasing revenue through other avenues.

Core Component 2.C.2

The governing board reviews and considers the reasonable and relevant interests of the institu-tion's internal and external constituents during decision making deliberations.

Internal Constituents

WATC considers the protection of employees' and students' rights a serious respon-sibility. Many publicly documented policies and procedures provide individual pro-tection. WATC Board policies delineate the rights, responsibilities, employment condi-tions, compensation, hiring practices, and grievance *policies for employees*. WATC Board policies also delineate students' rights and responsibilities. To remain an employer of choice, WATC must manage its employees with integrity, an aspect of which is treating them with respect and as valued individuals. As an example, the WATC Board directed college administration to fully review and update employee policies in 2012. One result of the review was the adoption of a *paid-time-off* (PTO) benefit in lieu of the previous sick time and vacation system.

To demonstrate the WATC Board's commitment to the success of the student popula-tion, the college created, and the WATC Board approved, a *Student Code of Conduct* and an *Academic Code of Conduct*. Policies detailing the rights and responsibilities of students are published on WATC's Web site and on myWATC. The procedures for filing griev-ances concerning discrimination or academic issues are also outlined in these policies. FERPA and the Student Right-to-Know and Campus Security Act are enforced, so stu-

Chapter 4: Criterion Two

dent information is accessed and disseminated properly. Periodic training regarding these regulations is conducted for employees. The WATC Board charged the dean of students with ensuring that students' rights and responsibilities are respected. In addition, an appeal process is in place to review students' appeals with respect to probation, suspension, and expulsion.

External Constituents

Oversight of, and accountability for, contractual agreements are the responsibility of the vice president, Finance and Adminstration, and the vice president, Academic Affairs. Contractual obligations include *clinical site agreements*, construction contracts, consulting services, grants, and leases. The vice president, Academic Affairs, oversees articulation agreements and public and private partnerships with other educational institutions. The oversight and accountability

The board is primarily composed of members from the aerospace manufacturing sector; no member represents an educational entity

Articulation Agreement with Wichita State University

Vendor Ethics and Compliance Policy

for the contractual agreements for *business and industry training* are the responsibility of the executive director, Advancement and Employer Services. These contractual arrangements are monitored by policies to ensure the integrity of processes.

Core Component 2.C.3

The governing board preserves independence from undue influence on the part of donors, elected officials, ownership interest, or other external parties when sufficient when such influence would not be in the best interest of the institution.

WATC Board members hold a variety of public and private sector jobs. To minimize conflicts of interest, all WATC Board members sign an *oath* agreeing to act in the best interest of the college. Several WATC Board members are executives of aircraft manufacturers that purchase training from WATC. As an example of the WATC Boards' commitment to the college, in 2012, it voted to increase the rate that WATC charges for customized training of employees in the aircraft industry. WATC Board meeting minutes reflect that its members who are in the aviation industry noted that while their companies would be negatively impacted by an increase, they supported and voted for this increase. WATC Board members recognized that this was an opportunity to increase revenues from customized training, and WATC training fees were brought in line with market rates.

SCTETA Board Minutes - 3-15-12

Another example occurred in February 2011 when David Unruh, Sedgwick County Commissioner, abstained from voting on the agreement for WATC to lease NCAT from Sedgwick County, a vote that resulted in WATC becoming the managing partner of NCAT.

SCTETA Board Minutes - 2-17-11

Core Component 2.C.4

The governing board delegates day-to-day management of the institution to the administration and expects the faculty to oversee academic matters.

In 2012, the WATC Board empowered the president and the Leadership Council to be responsible for all policy development, revisions, and approval. Another WATC Board policy change was made in 2012 to remove the WATC Board from academic issues with the development of the Academic Code of Conduct policy. This policy allows Academic Affairs to handle students' concerns and complaints with regard to academic issues and to provide due

The WATC board was instrumental in getting NCAT built and identifying which programs were to be located there. Operation of the facility and its programs are left to WATC administration, faculty, and staff.

process. Another example of the WATC Board's delegation of day-to-day management activities to administration is the creation of the academic calendar. The WATC Board empowers the vice president, Academic Affairs, and the registrar to create the annual academic calendar with presidental approval.

Core Component 2.D

The institution is committed to freedom of expression and the pursuit of truth in teaching and learning.

WATC's community expects all members to discipline themselves, individually and collectively, and it requires adherence to the regulation of conduct appropriate for an academic community. Members of the college community are obligated to assume individual responsibility for their personal freedoms and obligations while fostering a learning atmosphere that prepares students for business and industry employment. Understanding controversial issues that may arise in business and industry is part of the learning and job-preparation process. WATC has a *Student Bill of Rights*, which is included in the Student Code of Conduct, to ensure that students are able to discuss controversial issues, have *academic freedom* to express themselves, and learn about issues they may be confronted with in their chosen professions.

Leadership Council Minutes - 12-14-12

Leadership Council Minutes - 6-29-12

WATC recognizes the importance of fostering professional ethics and citizenship for all students. Within the Health department, individual program curriculum addresses societal issues common to each profession. Dental Assistant has a course that introduces the profession of dental assisting, which includes educational requirements, functions, credentials of dental health team members, and ethical and legal issues common to the *practice of dentistry*. *Surgical Technology* courses discuss the roles and functions of surgical team members and the organization of the operating room. It also presents legal and ethical issues, division of duties, hospital organization and management, medical terminology, basic communication skills, and interpersonal relationships. Both courses

create an open environment where students are encouraged to identify personal moral and ethical beliefs and how these may impact their employment. In one of their courses, *Medical Assistant* students discuss societal issues, such as abortion, stem-cell research, and euthanasia. Students are required to write a personal ethics paper addressing specific issues they may encounter as an employee.

Most programs in the Aviation, Design, and Manufacturing departments include EMP 100, *Global Professional Standards*, as required curriculum. Designed to apply across disciplines, this course provides a study of human relations and professional development in today's rapidly changing world, which prepares students for living and working in a complex society.

Many WATC students have an opportunity to discuss ethics and professionalism specific to their chosen field throughout their program

In the General Education department, PHL 110, *Ethics*, provides students with practical approaches to recognizing, understanding, and solving ethical problems confronting individuals in today's society. Basic concepts of applied ethical theories in moral philosophy and reasoning are examined using critical-thinking and responsible decision-making skills.

Students are members of the academic community. They enjoy the same freedoms of speech, peaceful assembly, and right of petition that others enjoy. As members of the academic community, students assume the obligations inherent in that membership and as representatives of the college. WATC has an Academic Code of Conduct and a Student Code of Conduct, which are available on myWATC and on WATC's Web site on the About/Consumer Information tab. Students, as members of this community, are responsible for being familiar with WATC policies.

The *Academic Code of Conduct* encourages the best possible learning environment for all students. This policy provides guidance to students regarding conduct in WATC's learning environment. The enforcement of college regulations is critical to the existence of such an environment for all members of the academic community.

The *Student Code of Conduct* also encourages the best possible learning and living environment for all students. It is the obligation of students to treat all other members of the academic community with dignity and respect, which includes other WATC students, faculty, staff, visitors, and neighbors. Violation of either code of conduct may lead to disciplinary action up to and including dismissal from the college.

Although most students come to WATC to learn a trade and enter the workforce, they still are afforded the same rights and responsibilities in the freedom of expression and pursuit of knowledge as other college students.

A *Student Bill of Rights* is included in the Student Code of Conduct. These rights en-

courage discussion of topics that foster freedom of expression and pursuit of truth in teaching and learning. Freedom of Association, Recognized Campus Organizations, Freedom of Speech and Assembly, Freedom of the Press, Freedom in the Classroom, Nondiscrimination, Student Records, and Equal Protection are addressed within the Student Bill of Rights.

Freedom of Association: WATC recognizes that students have the right to associate with any group or organization regardless of political or philosophical objectives, as long as the group or organization does not discriminate or interfere with the rights of others.

*Recognized Campus Organizations***:** Students may organize for a stated purpose that has official recognition from the college. Affiliation with an extramural organization shall not of itself disqualify a student organization from institutional recognition or from the use of college facilities, although reasonable provisions may be made to safeguard the autonomy of a campus organization from domination by outside groups. WATC has two recognized campus organizations — SkillsUSA and the WATC Gun Club. These organizations help the college build comradarie and expose students to social and professional actitivities that are associated with business and industry.

> *WATC has only two recognized student organizations, and only one of them, Skills USA, is a student only organization. The college needs to strive towards more organizations on campus.*

🖥 *Skills USA*

🖥 *Gun Club*

Freedom of Speech and Assembly: Students and student organizations are free to examine and discuss all questions of interest to them and to express opinions publicly and privately. Students and student organizations are free to support causes by orderly and peaceful assembly that does not infringe upon the rights of others. Such expressions represent views of the students or student organizations and not the views of the college. Exercising this right prepares students for the workforce by teaching them to accept accountability for their actions and words.

Freedom of the Press: There is no ideological censorship in published information available on campus; access to publications is not denied because of disapproval of content. Student publications that are supported by compulsory student fees or by substantial institutional subsidy will, however, be subject to WATC rules and regulations. An example would be WATC's *Facebook* site where students can post comments or stories. When a student posts a negative comment, the comment is not censored and in most cases a college representative posts a response to the comment. This practice demonstrates the integrity of the forum and provides an opportunity for the college to address concerns and clarify miscommunications.

> *Uncensored comments can be problematic with the influx of social media users from a variety of social and cultural backgrounds.*

Chapter 4: Criterion Two

Freedom in the Classroom: Faculty have professional responsibility and accountability for ensuring that academic freedom exists in classrooms. Faculty and students are encouraged to offer views that prompt discussions relevant to further learning. Through this process, different views and perspectives are explored, free from judgment and without fear of penalty. Health and Natural Science students freely discuss topics such as religion, family planning, evolution, and end-of-life issues as they relate to curricula being taught. In addition, students are free to debate and discover different viewpoints while respecting others' perspectives.

Nondiscrimination: It is the policy of WATC not to discriminate against any individual in matters of *admission*, employment, housing, services, or in the educational programs or other activities based on non-meritorious factors including, but not limited to, age, race, sex, color, religion, gender, national origin, ancestry, disability, veteran status, or political affiliation.

Student Records: The college complies with the Family Educational Rights and Privacy Act of 1974 *(FERPA)* and affords students certain rights with respect to their educational records. This act was designed to protect the *privacy* of educational records, to establish students' rights to inspect and review their educational records and to provide guidelines for the correction of inaccurate or misleading data through informal and formal hearings. In accordance with FERPA, the college requires that students who want the college to release copies of grade transcripts or any other information relative to academic performance must give the college permission to do so.

Equal Protection: WATC is committed to applying policies equally to all students and enforcing the policies fairly.

Academic Freedom

In addition to these rights, WATC has an *Academic Freedom* policy. It is the mutual desire of the WATC Board and faculty to create and maintain a climate in which instructors are free to teach and students are free to learn. As in the right to freedom in classrooms, this policy encourages a climate conducive to open inquiry and responsible discussion. In *ethics courses*, students are introduced to controversial issues and are asked to consider opposing viewpoints. Students are encouraged to work together in the classroom to come up with common ground. Some topics discussed are abortion, euthanasia, animal rights, homosexuality, and the "just war" theory.

Getting socially relevant questions into programs, while keeping the discussions on topic and relevant to the program, is sometimes challenging.

The Academic Code of Conduct, the Student Code of Conduct, and the Academic Freedom policies protect students while exposing them to experiences they may encounter in their professions. Education requires that students and faculty be able to freely ex-

Principles of Biology - Course Standard

Job Openings at WATC

Business Ethics - Course Standard

press themselves and learn to accept and debate from different perspectives to pursue truth in teaching and learning.

Core Component 2.E

The institution ensures faculty, students, and staff acquire, discover, and apply knowledge responsibly.

WATC goes to great efforts to ensure that faculty, staff, and students acquire, discover, and apply knowledge responsibly. Teaching and learning are the core of how WATC accomplishes its mission. WATC partners with business and industry to make certain course content is relevant to the workforce. This is accomplished through interactions with the IATs that meet twice a year for each program. The IATs help shape the knowledge and skills that students receive based on workforce needs and developments.

Business Programs - Industry Advocate Team Meeting

Industry Advocate Team Agenda and Minutes

Curriculum, equipment, facilities, and other program-specific information is shared and discussed, and recommendations are provided by each IAT. This process provides information to faculty and deans, so they can ensure the relevancy of curriculum and programmatic goals.

Involvement from the IATs to guide the college and faculty on relevant classroom materials and instruction is an asset to WATC's programs.

In some programs, external agencies have established requirements to guide the programs. A goal of each organization is to align business and industry standards with academic programs. For example, the FAA oversees the Aviation Maintenance Technology program and mandates areas, such as course content and course contact hours. External oversight affords programs additional layers of quality improvement safeguards, which ensures that teaching and learning are applied responsibly to meet the needs of the profession.

Electronic Code of Federal Regulations Part 147

WATC also demonstrates academic responsibility in its curriculum-development process. Faculty and staff work together to develop curricula for courses and programs. WATC staff and SMEs meet to determine content, textbooks, and clock and credit hours necessary to meet new course and program requirements. Before submission to KBOR, SMEs review all curricula for completeness. This process ensures that only current and relevant curricula are delivered to students. In addition, some programs have met the *KBOR Program Alignment* requirements. The KBOR Program Alignment process aligns coursework, course length, and external credentials across the state using input from business and industry leaders and college faculty.

KBOR program alignment provides a structure for curriculum, hours, course outcomes, and external credentials; however, some programs at WATC are offered only at this college in Kansas and will not benefit from going through the alignment process.

Program Development

Core Component 2.E.1

The institution provides effective oversight and support services to ensure the integrity of research and scholarly practice conducted by its faculty, staff, and students.

WATC's mission is to provide relevant workforce training. Although faculty, staff, and students at the college engage in research and scholarly practice, they are not included in any evaluation processes. Most of these practices are performed as course projects, in pursuit of additional education, or to keep current on new developments within disciplines.

In some cases, WATC has working relationships with other educational organizations that do include research as part of their missions. For example, WATC with NIAR and Wichita State University's College of Engineering in a variety of laboratories and programs at the NCAT Campus. These partnerships allow WATC to focus on workforce development while the other organizations conduct research, both completed in state-of-the-art laboratories.

NCAT/WSU/NIAR Partnership

Most of the scholarly practice of WATC students occurs in laboratory, internship, or clinical settings. Through active financial support, the college maintains current equipment and laboratory space for all programs that require it. Faculty oversee students in these settings. In the *Medical Assistant* program, scheduled days and times are provid-

Working with clinical and internship locations is often difficult. This includes creating longlasting partnerships that benefit the students, college, and participating organization

ed for students to meet with faculty if extra help or practice is needed. Faculty hold open laboratory times and are available as tutors twice a week. Faculty reserve three hours a week in their schedules to support students who request additional help. In internship or *clinical settings*, preceptor and/or clinical instructors provide oversight of students.

Student Externship Guidelines and Agreement

WATC contracts with each facility, and students sign agreement forms prior to entering clinical settings.

WATC faculty work with students to ensure that their knowledge, skills, and abilities are appropriate and applicable to their chosen fields. Faculty assess students by written tests and performance evaluations in laboratory settings. These assessments measure the skills students have developed in courses or programs. Students are given opportunities each semester to evaluate their instructors through *course evaluations*.

Powerplant Lab Project

Automotive Service Technology Course Assessment

Electromechanical Project Rubric

WATC has policies, procedures, and processes that support faculty and students in scholarly practice. HR maintains all current WATC policies on myWATC and ensures that they are accessible to all WATC employees. Students have access to all academic and student policies through myWATC. In addition, policies are found on the WATC Web site through the About/*Consumer Information* tab.

Professional Development

WATC supports and encourages professional development of its faculty and staff. In-service training, boot camps, and industry-supported conferences are just a few examples of how *professional development* is accomplished. WATC's HR division facilitates supervisor-training sessions each quarter. These sessions ensure that all supervisory staff are familiar with employment laws and their obligation to maintain lawful working and learning environments. As a condition of employment, faculty and staff are required to complete 20 hours of professional development annually. All professional development courses completed by faculty and staff submitted online to HR for tracking.

Faculty Inservice Agendas

Certain professions require continuing education units (CEUs) to maintain licenses or certifications. For WATC employees who are required to obtain and maintain certifications or licenses, WATC pays the continuing education, recertification, and/or relicensing fees. An example is the *NATEF requirement* for transportation programs faculty to have Automotive Service Excellence certifications for the areas they teach.

Due to the oversight of external accreditors and other organizations, many of WATC's faculty frequently participate in continuing education and professional development

Certification and Licensing Policy

Core Component 2.E.2

Students are offered guidance in the ethical use of information resources.

Students take part in an *online orientation* that explains the myWATC portal and how to access the information resources it contains. WATC's policy that governs computer usage, *Network Services Acceptable Use Policy* for Students, Faculty, Staff, and Visitors, is available through the WATC Web site through the About/*Consumer Information* tab and on myWATC. Each WATC campus provides student computer areas, allowing students easy access to information online. As part of enrollment, students are assigned a student identification number, a user name, and password. This allows students to access myWATC and use information available on the college network. Students also have Internet access, so they can obtain more information from external resources. The computer areas are available for students to use at any time during operating hours. Computer laboratories are used for several programs and allow students access to program-specific software, as well as all other WATC resources.

Southside has a physical *library* that is available to students and the general public. Traditional resources are available in this library as well as eBooks and audio books. A link to library resources is provided on myWATC. The library follows guidelines of the Amercian Library Association and the Teach Act to utilize copyrighted information for classroom use, while following the rules for acknowledging sources.

Students are taught in the library information literacy training sessions to give proper credit to authors, following Modern Language Association (MLA) or American Psychological Association (APA) style guidelines, depending on the style used in their courses. The details of the process are expressed in Microsoft PowerPoint presentations. Citation assistance is also available on the *library's myWATC page*, through links to Citation Machine and Online Writing Lab at Purdue University.

The WATC Student Services division conducts student *orientations* for new students. During orientations, students are provided information on college policies and where to find them. Students are also informed on responsible use of WATC's information systems.

Finally, WATC uses Ephorus, a software program that checks written student assignments for plagiarism. Faculty has access to check papers in Ephorus, and the software has successfully found plagiarism in papers. Any plagiarism incidents are handled by faculty as outlined in the Academic Integrity section of the Academic Code of Conduct policy, which is found on every course syllabus. Many of the assessments at WATC are practical tests accomplished in a laboratory; these assessments are held to the same standards of academic integrity as written assessments.

Core Component 2.E.3

The institution has and enforces policies on academic honesty and integrity.

WATC has an *Academic Code of Conduct* in place that directly addresses academic honesty and integrity. A faculty handbook provides guidance to faculty regarding student issues. Faculty are responsible for academic integrity and are provided a range of discipline options for violations of academic integrity. Faculty must notify their deans of any violations of academic integrity. Students have the right to appeal any disciplinary actions taken, to the vice president, Academic Affairs. Guidance regarding appeals and grievances is outlined in the policy.

Also included in the Academic Code of Conduct are definitions and expectations of Classroom Behavior, Program Requirements, Attendance, and Classroom and Laboratory Safety. These items help faculty with enforcing behavior and providing workplace-based expectations. In some cases, such as classroom behavior or safety violations, disciplinary actions are referred to the dean of students and are processed under the *Student Code of Conduct* policy.