

Loma Linda University

Principles of Good Practice for Off-campus Programs

Based on the Western Association of Schools and Colleges:
Principles of Good Practice in Overseas International Education Programs for non-US Nationals

Introduction

Through the Off-campus Review and Assessment Committee (ORAC) off-campus educators offer a community to support, guide, and mentor faculty involved in off-campus global programs. These Principles of Good Practice are provided as guidance for program directors engaging in global programs. We have directly utilized the guidelines from WASC, combining them with lessons learned in our off-campus endeavors (not totally online), to produce these principles of good practice.

The items taken directly from WASC are in bold and have been quoted word for word, except “Loma Linda University” has replaced the words “U.S. institution”. The sub points are LLU’s lessons learned and provide an explanation of how we implement the WASC guideline.

Although many of the WASC headings say “the international program” here at Loma Linda University we have different types of off-campus programs. We have international and national programs that utilize face-to-face intensives, synchronous and asynchronous activities and programs that are on satellite or branch campuses. The guidelines may be expressed differently depending on the type of program that is being discussed.

1. Institutional Mission

A. **The international (and national) program must be rooted in Loma Linda University’s (LLUs) stated mission and purposes and reflects the culture of LLU.**

1. Have an on-site coordinator who supports and understands LLU and its mission. They should also understand the entities you will interface with and can therefore help with any local political, cultural, and religious issues.
2. The satellite/branch campus may have a coordinator that has academic involvement while the programs that utilize intensives may only have administrative support or a host at the distant site who can handle logistics.
3. The job of the on-site coordinator must have a job description that makes the duties, responsibilities, and authority very clear.

B. **The faculty, administration, and governing board of LLU understand the relationship of the international (and national) program to LLUs stated mission and purposes.**

1. Our international programs are supportive of LLU’s mission by increasing the number of students enrolled in the university.
2. Mission-focused Learning is a values-added approach that we would like to share nationally and internationally.
 - a. Off-campus programs allow people who would not otherwise be able to attend Loma Linda University to do so.
3. All programs are appropriately vetted through regular committee and assessment processes whereby understanding of the program’s relationship to LLUs mission and purpose is clearly articulated.

2. Authorization

A. The international (and national) program has received all appropriate internal approvals from LLU, including that of the Board of Trustees.

1. School-level approval
2. General Education Committee for undergraduate programs
3. Faculty of Graduate Studies for research oriented graduate programs
4. Off-campus Review and Assessment Committee
5. Distance Learning and Learning and Technology Committees as appropriate
6. University Academic Affairs Committee
7. President's Committee
8. Board of Trustees

During the development process of the new off campus program consult with the Special Assistant to the Provost for Academic Management to proactively avoid and/or resolve problems.

B. The international (and national) program has received all appropriate external approvals where required, including system administration, government bodies, and accrediting associations.

1. On-campus approval
2. WASC approval
3. Programmatic Accreditation where applicable
4. Host country governmental bodies

C. LLU documents the accepted legal basis for its operation in the host country (or State).

1. Obtain a letter from the ministry/government stating that LLU has the right to teach in that country
 - i. It may be from the Ministry of Health
 - ii. It may be from the Ministry of Education
2. Work closely with locally recognized partner at the highest level possible
 - i. Local government
 - ii. National government
3. Work with sister SDA institutions where possible
4. For national programs work closely with the Office of Educational Effectiveness

3. Instructional Programs

A. Loma Linda University specifies the educational needs to be met by its international (and national) program.

1. Dialogue with the host country's partner in order for both sides to understand each others' needs and requests
2. Define the host country's need; why are they inviting us to have a program in their country?
3. Explain how your program will meet the needs of the host country

B. The content of the international educational program is subject to review by Loma Linda University faculty.

C. The international education program reflects the educational emphasis of Loma Linda University, including a commitment to general education where appropriate.

D. The educational program is taught by faculty with appropriate academic preparation and language proficiencies and whose credentials have been reviewed by the US institution.

E. The standard of student achievement in the International programs are equivalent to the standard of student achievement on the US campus.

1. Require a minimum level of English competency for students accepted into these programs
 2. The same requirements are met by LL campus and LL off-campus students.
 3. The program is taught in English
- F. The international education program where possible and appropriate is adapted to the culture of the host country.**
1. Religious and cultural observances should be accommodated where possible
- 4. Resources**
- A. The institution currently uses and assures the continuing use of adequate physical facilities for its international (and national) education program, including classrooms, offices, libraries, and laboratories, and provides access to computer facilities where appropriate.**
1. Mentor your adjunct faculty via teleconferencing, email, F2F visits, workshops
 2. Delivery methods
 - a. Combining various delivery models is important, but which ones to use and how they are combined depends on the location and academic program.
 - b. F2F combined with technology mediated instruction and faculty visits is a good combination
 - c. Flexibility is key as internet access is challenging in many countries
- B. LLU will demonstrate its financial capacity to underwrite the international (and national) program without diminishing its financial support of the US campus. Financing of the international program is incorporated into the regular budgeting and auditing process.**
1. Not all budgets for off-campus programs are incorporated into the regular budgeting and auditing process as the on-campus programs
 - a. Income for some programs is wired into a restricted account
 - b. Expenses for some programs are born by the host country and the content and expertise of the LLU faculty is paid for
 - i. Faculty
 - ii. Facilities
 - iii. Accreditation costs
 - iv. Transportation to and from the host country
 2. Budgets should include
 - a. Translation costs (if appropriate) and teach-out plans.
 - b. Increase in costs and fees
 - c. Financial plans need to secure at least 135% of projected costs 150-200% is suggested for unexpected and "Hidden" costs such as graduation costs in host country
 3. Workload issues
 - a. If faculty are teaching in the on-campus and off-campus versions of a program there may be workload issues. Plan for them and resolve them.
 - b. Faculty may be willing to be on overload to get something started but to sustain a program you must resolve this issue.
 - c. We need to strategically plan how we can continue to expand globally without negatively impacting faculty teaching in these types of programs.
 4. Examine and resolve issues regarding how faculty are chosen to go to countries and teach
 - a. Key faculty should be scheduled to teach early on in the program

- b. Have a plan for arranging for substitutes if scheduled faculty are not able to travel at the last minute (up-to-date passport, visas).

5. Admissions and Records

A. International (and national) students admitted abroad meet admissions requirements similar to those used for international students admitted to the LLU campus, including appropriate language proficiencies.

1. Require a minimum level of English competency for students accepted into these programs
2. Applicant's files must be complete prior to admission

B. LLU exercises control over recruitment and admission of students in the international (and national) program.

1. Monitor that only students authorized by the LLU campus are allowed to take courses
2. Decide if you will take non-degree students and under what criteria
3. Security issues
 - i. Concerning the relationship between the US and other countries the security and diplomatic protocols of the US are preeminent
 1. Current US background checks do not cover individuals who have not lived in the United States
 - ii. In case of a natural disaster or political upheaval safety of our faculty and students is of primary concern. The program/courses may have to be suspended until stability is reestablished.
 - iii. When traveling internationally always carry some form of LLU faculty identification with you. When you explain why you are in certain countries or why you are returning to the US from certain countries you may be asked for your ID as evidence that you are traveling on LLU business.
 1. Your business cards
 2. Your LLU badge

C. All international (and national) students admitted to LLU are recognized as students of Loma Linda University.

1. Keep off-campus students "in the loop"
 - a. Via teleconferencing, email, Learning Management System
 - b. Include them for awards and scholarships

D. All college-level academic credits earned in the international program are applicable to degree programs at LLU.

E. LLU maintains official records of academic credit earned in its international program.

1. Consult with the Special Assistant to the Provost for Academic Management when setting up off-campus programs to proactively avoid and/or resolve problems
2. Inform the Director, University Records of new programs

F. The official transcripts of record issued by LLU follows LLUs practices identifying by site or practices in identifying by site or through course numbering the credits earned in its off-campus programs.

6. Students

A. LLU assures that its institutional program provides a supportive environment for student development consistent with the culture and mores of the international setting.

1. Keep off-campus students "in the loop"
 - a. Via teleconferencing, email, Learning Management System

- b. Include them when deciding on awards and scholarships
- 2. Enculturation of the student (on and off campus) should occur
 - a. Have photos/posters of LLU at the off-campus site (staff/faculty /students/events)
 - b. Have on and off campus students interact where applicable
- 3. Students in the international program are fully informed as to services that will or will not be provided.
 - a. Provide off campus students with LLU student photo IDs
 - b. Online library services are available after registration has been completed

7. **Control and Administration**

A. The international (and national) program is controlled by Loma Linda University.

- 1. Having a physical presence is an integral part to the success of an off-campus program. Decide how strong a role the on-site liaison/coordinator will play. This must be clear from the beginning. Admissions, access to grading portal must remain in LLUs hands.
 - i. A job description detailing this out is required
 - ii. A workload document might be required
- 2. Avoid a diploma from the host country in addition to the LLU diploma. A second diploma may be given, by the host institution only if required for practice in that country.

B. The teaching and administrative staff abroad who are responsible for the educational quality of the international program are accountable to a resident administrator of LLU.

C. LLU formally and regularly reviews all faculty and staff associated with its international programs.

- 1. Off-campus academic programs will be a part of the regular review process for Loma Linda University

D. LLU will assess its international programs on a regular basis in light of institutional goals and incorporates these outcomes into its regular planning process.

- 1. Off-campus academic programs will be a part of the regular review process for Loma Linda University
- 2. Off-campus academic programs will regularly engage in outcomes assessment and report their findings utilizing LLUs reporting mechanism

8. **Ethics and Public Disclosure**

A. LLU will provide to its accrediting agencies upon request a full accounting of the financing of its international program, including an accounting of funds designated for third parties within any contractual relationship.

- 1. Loma Linda University has an expectation of privacy with all records shared. If this privacy is not stated please request it.

B. LLU assures that all media presentations about the international program are factual, fair and accurate.

- 1. The host Department of Loma Linda University must approve all marketing materials prior to distribution.
- 2. If the off-campus coordinator is a LLU faculty member, who has it in their job description, the Department may choose to allow the coordinator to approve marketing materials.

C. LLUs primary catalog describes its international (and national) programs

Examples:

Medical Radiography – AH

A.S. (on campus and Saudi Arabia)

Nuclear Medicine Technology – AH
Certificate

Distance Education

The Nuclear Medicine Technology Program is offered via distance education at City College in Fresno, California

- D. LLU does not sell or franchise the rights to its name or its accreditation.**
- E. LLU assures that all references to transfer of academic credit reflect the reality of US practice.**
- F. LLU assures that if US accreditation is mentioned in materials related to the international program, the role and purpose of US accreditation is fairly and accurately explained within these materials.**
 - 1. Loma Linda University primarily offers programs in other locations to improve access to quality education and for the American board exams to become the quality standard or external recognition for education.
 - 2. Marketing materials for international programs should include that the program is approved in California, as well as having regional and Professional accreditation where appropriate.

9. Contractual Arrangements

- A. The official contract is in English and the primary language of the contracting institution. The contract specifically provides that LLU controls the international program in conformity with these guidelines and the requirements of LLUs accreditations.**
- B. LLU will confirm that the foreign party to the contract is legally qualified to enter into the contract.**
 - 1. All contracts for Loma Linda University programs must be approved by legal counsel prior to signing.
 - 2. The signing person for the host country must hold an appropriate position to be able to sign a contract (ex: Hospital CEO, College/University President).
- C. The contract clearly states the legal jurisdiction under which its provisions will be interpreted will be that of Loma Linda University.**
- D. Conditions for program termination specified in the contract include appropriate protection for enrolled students.**
- E. All contractual arrangements must be consistent with the regional commissions' document, "Contractual Relationship with Non-Regionally Accredited Organizations"**
 - 1. Stipulate if a contract or program is intended to be for one time only, or for a specific term with the possibility of reevaluation and renewal, or non renewable.
 - 5. Cultures interpret contracts differently. Make sure that everything is spelled out (length of contract, who is in charge of/responsible for what).

Still to be added:

Textbooks must be legitimate according to US copy right standards – we provide or the LLU rep orders legitimate books.