



OFF-SITE DELIVERY OF AN EXISTING PROGRAM FORM

Sponsoring Institution (s): Columbia College-Rolla and Kansas City.
Name of Institution (Campus or off-campus residential center in the case of multi-campus institutions).

Program Title: Master of Business Administration, Human Resource Management
Degree/Certificate: Master's Degree
Institution Granting Degree: Columbia College
Delivery Site(s): Additional degree for 0031, 0033.
Mode of Program Delivery: In-seat

Geographic Location of Student Access: Rolla, MO, Kansas City, MO, and surrounding communities.

CIP Classification: 52.0101 (Please provide CIP code)
Implementation Date: August 2015
Semester and Year
Cooperative Partners: N/A

AUTHORIZATION

Dr. Terry B. Smith, Executive Vice President
and Dean for Academic Affairs

Name/Title of Institutional Officer

Signature

Date

Misty Bush, Director, Office of Institutional Compliance
Person to Contact for More Information

(573) 875-7697

Telephone



STUDENT ENROLLMENT PROJECTIONS

Master of Business Administration with Emphasis in Human Resource Management (52.0101) –
 Kansas City, MO (0033)

Year	1	2	3	4	5
Full Time	9	9	10	10	11
Part Time	18	18	20	20	22
Total	27	27	30	30	33

Please provide a rationale regarding how student enrollment projections were calculated:

Columbia College applied a base enrollment projection of 9 full-time students since the Kansas City campus has a comparable amount of students enrolled in the Master of Business Administration program. Since the Kansas City location is adding the Emphasis in Human Resource Management to the existing program, an approximate 3% increase is applied for each year after Year 1. The base for the part-time enrollment projections is determined by doubling the amount of full-time students.

Provide a rationale for proposing this program, including evidence of market demand and societal need supported by research:

The Master of Business Administration (MBA) offers a balance of theory and practice. The mission of the MBA program is to prepare working adults in the early stages of their careers in small or midsized organizations with the knowledge, skills, and personal characteristics that will enhance performance in their present occupation, and prepare them for advancement to upper-level management in the future. A principal strategy for achievement of this overall goal is to employ a balanced educational approach that includes a rich mixture of business theory and practice. The MBA program complements management development activities which, in combination, prepare working adults for advancement within an organization. To this end, the MBA program enhances career opportunities in the management of business firms or other formally organized enterprises. Therefore, the program centers on a professional approach which balances business theory with practice in the search for knowledge, skills, and methodologies

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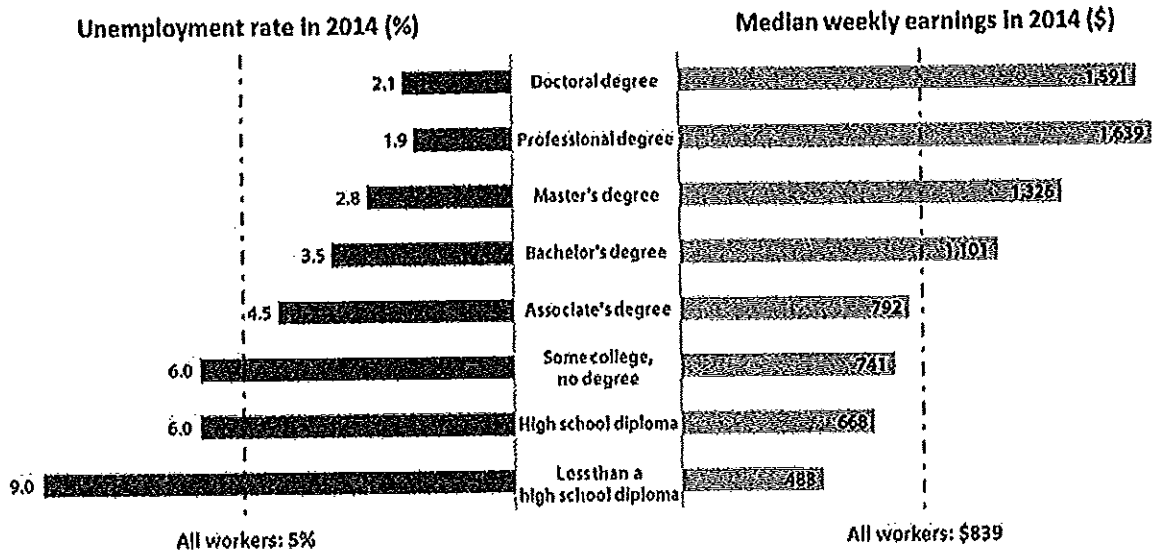
Form SE - Student Enrollment Projections



that are useful in formulating strategies for the future in an uncertain and often turbulent business environment.

The emphasis in Human Resource Management of the MBA program is designed for those candidates who wish to prepare for a professional career in Human Resource Management.

Earnings and unemployment rates by educational attainment



Note: Data are for persons age 25 and over. Earnings are for full-time wage and salary workers.
 Source: Current Population Survey, U.S. Bureau of Labor Statistics, U.S. Department of Labor

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STUDENT ENROLLMENT PROJECTIONS

Master of Business Administration with Emphasis in Human Resource Management (52.0101) –
Rolla, MO (0031)

Year	1	2	3	4	5
Full Time	12	12	13	13	14
Part Time	24	24	26	26	28
Total	36	36	39	39	42

Please provide a rationale regarding how student enrollment projections were calculated:

Columbia College applied a base enrollment projection of 12 full-time student since the Rolla campus has a comparable amount of students enrolled in the Master of Business Administration program. Since the Rolla location is adding the Emphasis in Human Resource Management to the existing program, an approximate 3% increase is applied for each year after Year 1. The base for the part-time enrollment projections is determined by doubling the amount of full-time students.

Provide a rationale for proposing this program, including evidence of market demand and societal need supported by research:

The Master of Business Administration (MBA) offers a balance of theory and practice. The mission of the MBA program is to prepare working adults in the early stages of their careers in small or midsized organizations with the knowledge, skills, and personal characteristics that will enhance performance in their present occupation, and prepare them for advancement to upper-level management in the future. A principal strategy for achievement of this overall goal is to employ a balanced educational approach that includes a rich mixture of business theory and practice. The MBA program complements management development activities which, in combination, prepare working adults for advancement within an organization. To this end, the MBA program enhances career opportunities in the management of business firms or other formally organized enterprises. Therefore, the program centers on a professional approach which balances business theory with practice in the search for knowledge, skills, and methodologies

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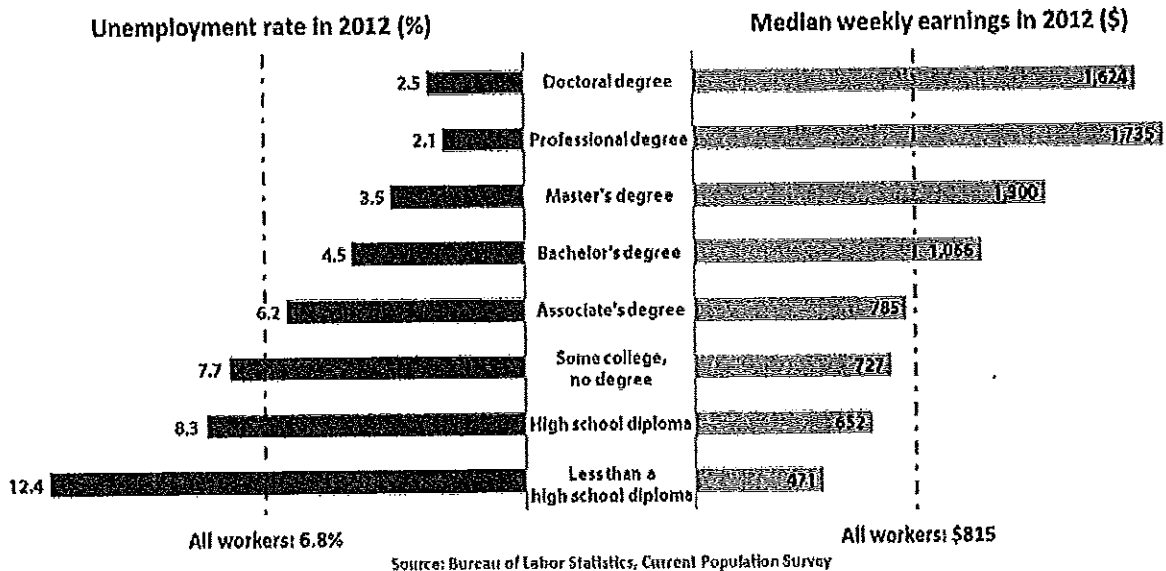
Form SE - Student Enrollment Projections



that are useful in formulating strategies for the future in an uncertain and often turbulent business environment.

The emphasis in Human Resource Management of the MBA program is designed for those candidates who wish to prepare for a professional career in Human Resource Management.

Education Pays



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PROGRAM STRUCTURE

A. Total credits required for graduation: 36 semester credit hours.

B. Residency requirements, if any: Complete 12 semester credit hours of graduate coursework at Columbia College.

C. General education: Total credits: N/A

Courses (specific courses OR distribution area and credits):

Course Number	Credits	Course Title

D. Major requirements: Total credits: 30 semester credit hours.

Course Number	Credits	Course Title
Required Graduate Foundation Courses (12 semester credit hours)		
BUSI 508	3	Decision Science for Business
BUSI 510	3	Managerial Economics
BUSI 562	3	Managerial Accounting
BUSI 570	3	Managerial Finance
Required Graduate Core Courses (24 semester credit hours)		
BUSI 502	3	Information Systems for Management
BUSI 504	3	Business Communication Theory and Practice
BUSI 522	3	Organizational Theory and Practice
BUSI 530	3	Employment Law
BUSI/MSCJ 526	3	Human Resource Management and Theory
BUSI 595	3	Strategic Management

E. Free elective credits: 6 semester credit hours: BUSI 531 Organizational Training and Development (3); BUSI 534 Compensation and Benefits (3); BUSI 535 Recruitment, Selection and Placement (3).
(Sum of C, D, and E should equal A.)

F. Requirements for thesis, internship or other capstone experience: BUSI 595 Strategic Management is the capstone course for all students receiving a Master of Business Administration, Human Resource Management.

G. Any unique features such as interdepartmental cooperation: N/A



PROGRAM CHARACTERISTICS AND PERFORMANCE GOALS

Institution Name Columbia College
Program Name Master of Business Administration, Human Resource Management
Date 08/2015

(Although all of the following guidelines may not be applicable to the proposed program, please carefully consider the elements in each area and respond as completely as possible in the format below. Quantification of performance goals should be included wherever possible.)

1. Student Preparation

- Any special admissions procedures or student qualifications required for this program which exceed regular university admissions, standards, e.g., ACT score, completion of core curriculum, portfolio, personal interview, etc. Please note if no special preparation will be required.

To be considered for full or post-baccalaureate admission to any graduate program, students must submit all required application materials to the Graduate Admission Office.

APPLICATION REQUIREMENTS:

1. *A completed application for graduate admission: <http://www.ccis.edu/apply/>.*
2. *Non-refundable application fee of \$55. The application fee is waived for students who earned a baccalaureate degree at Columbia College.*
3. *Official transcripts from the following: all institutions where a bachelor's degree was earned; all institutions where a master's degree was earned; all institutions where any of the required prerequisite courses were completed; all non-U.S. institutions where any coursework was completed. All other transcripts may be submitted as unofficial copies.*
4. *Professional resume.*
5. *A personal goal statement of 300-500 words. The goal statement should establish a correlation between the goals of the graduate degree program and the applicant's personal and professional goals.*
6. *Supply three recommendation forms completed by three separate work-related references. Recommenders' names and email addresses are required to be listed on the application form. Once the application is submitted, a recommendation form will automatically be emailed to each recommender listed.*

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7. *MBA Applicants: Students with a cumulative GPA of less than 3.0 from a regionally accredited institution may submit for consideration a GMAT score of 550 or higher. Students who have not completed the following concept courses in their baccalaureate degree must complete these courses (or their equivalent) before considered for full admission to the MBA program. If the baccalaureate degree is complete without these courses, consideration as a post-baccalaureate student can be given:*

<i>ACCT 280</i>	<i>Accounting I (Financial)</i>	<i>3 hrs</i>
<i>ACCT 281</i>	<i>Accounting II (Managerial)</i>	<i>3 hrs</i>
<i>FINC 350</i>	<i>Business Finance</i>	<i>3 hrs</i>
<i>MKTG 310</i>	<i>Principles of Marketing</i>	<i>3 hrs</i>
<i>MGMT 330</i>	<i>Principles of Management</i>	<i>3 hrs</i>

ACCT 280, ACCT 281, and FINC 350 must be taken sequentially.

To be guaranteed consideration for enrollment in a session, the complete file needs to be received no later than two (2) weeks prior to the beginning of any academic session. Review of graduate application files will not begin until six months prior to the intended term of enrollment.

A complete application file is required before Columbia College may process an application for financial aid.

ADMISSION CATEGORIES

Full Program: Students applying for Full Program admission to any graduate program must complete all application steps for the program to which they are applying. Students who meet the admission criteria and wish to pursue a graduate degree are classified as full program admits. Fully admitted graduate students may enroll for undergraduate or graduate courses for which they have met prerequisites.

Post-Baccalaureate: Students applying for Post-baccalaureate admission to any graduate program must complete all application steps for the program to which they are applying. In addition to the admission procedures outlined, above, the following requirements must be met for post-baccalaureate students to become fully admitted students in their graduate programs:

MBA Post-Baccalaureate: The MBA prerequisite courses include ACCT 280 Accounting I, ACCT 281 Accounting II, MKTG 310 Principles of Marketing, MGMT 330 Principles of Management and FINC 350 Business Finance. Student must earn a grade of B or higher in each undergraduate prerequisite course in order to be considered for full or conditional admission.

Non-Degree Admission: Students who hold a baccalaureate degree but do not wish to earn

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a graduate degree at Columbia College may enroll in graduate courses as non-degree seeking students. Non-degree seeking students with a bachelor's degree may complete a maximum of twelve (12) semester hours of graduate-level coursework. There is no limit to the number of hours a non-degree seeking student can take if the student has an advanced degree. To be considered for Non-Degree admission to any graduate program at Columbia College, students must complete steps 1-4 of the application requirements. In addition, the following additional information is required for the MBA degree:

1. Goal Statement 300-500 words.

- *Characteristics of a specific population to be served, if applicable. Columbia College serves traditional students at its Day Campus. Columbia College specializes in adult education and military education. Our top military education and adult continuing education opportunities are available at campuses nationwide. With smaller class sizes and flexible class schedules, we make earning your college degree as convenient as it can possibly be around your other daily business and family obligations. We serve nearly 31,000 college students each year in 13 states, with 18 campuses being conveniently located on military bases.*

2. Faculty Characteristics

- *Any special requirements (degree status, training, etc.) for assignment of teaching for this degree/certificate. Faculty must have a minimum of a master's degree in the appropriate field including at least three courses directly related to the content area; many of the faculty members have doctorates or other terminal degrees. All faculty teaching for Columbia College at off-campus locations are part-time adjuncts. A core of recurring faculty teaches on a regular basis, and almost all teach in at least two of the five sessions per year.*
- *Estimated percentage of credit hours that will be assigned to full time faculty. Please use the term "full time faculty" (and not FTE) in your descriptions here. Full-time faculty can teach 12 credit hours or less in a given session. Adjunct faculty can teach no more than 9 credit hours in a given session, but no more than 6 in-seat credit hours a session.*
- *Expectations for professional activities, special student contact, teaching/learning innovation. Full-time faculty members are required to have 5 hours a week of office hours for designated for their students. Full-time faculty members are required to participate in professional development. Adjunct faculty members are required to provide their contact information to their students.*

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3. Enrollment Projections

- Student FTE majoring in program by the end of five years.
(Please see attached Student Enrollment Projections.)
- Percent of full time and part time enrollment by the end of five years.
(Please see attached Student Enrollment Projections.)

4. Student and Program Outcomes

- Number of graduates per annum at three and five years after implementation.
Master's 3 Year Mark – 75% Master's 5 Year Mark – 100%

(NOTE: The above percentages are estimates because Columbia College does not track how many students graduate with a Master's degree specifically based on the time they begin their coursework. However, it is estimated that 75% of students who begin working on a Master's degree should have the degree completed at the three year mark and 100% of students should have a Master's degree completed at the five year mark.)

- Special skills specific to the program.
(Please see attached Student Enrollment Projections.)
- Proportion of students who will achieve licensing, certification, or registration.
(Please see attached Student Enrollment Projections.)
- Performance on national and/or local assessments, e.g., percent of students scoring above the 50th percentile on normed tests; percent of students achieving minimal cut-scores on criterion-referenced tests. Include expected results on assessments of general education and on exit assessments in a particular discipline as well as the name of any nationally recognized assessments used.
Columbia College's goal is to have all students score at least in the 75th percentile on all normed tests.
- Placement rates in related fields, in other fields, unemployed.
N/A
- Transfer rates, continuous study.
N/A

5. Program Accreditation

- Institutional plans for accreditation, if applicable, including accrediting agency and timeline. If there are no plans to seek specialized accreditation, please provide a rationale.
The degree program being proposed has been approved by the Higher Learning Commission.



6. Alumni and Employer Survey

- Expected satisfaction rates for alumni, including timing and method of surveys. *N/A*
- Expected satisfaction rates for employers, including timing and method of surveys. *N/A*

7. Institutional Characteristics

- Characteristics demonstrating why your institution is particularly well-equipped to support the program.

Please find Institutional Characteristics at Attachment 1.

Attachment 1
Institutional Characteristics

Institutional Characteristics

Columbia College is particularly well equipped and suited to support the proposed program based on its current operations, achievements, stability, and history of successful program implementation.

Founded in 1851, Columbia College has been helping students advance their lives through higher education for more than 150 years. As a private, non-profit, coeducational liberal arts and sciences college, the college takes pride in its small classes, experienced faculty and quality educational programs.

Originally founded as Christian Female College, the college was the first women's college west of the Mississippi River to be chartered by a state legislature. The college changed its name to Columbia College in 1970 when it changed from a two-year women's college to a four-year coeducational college.

Columbia College is a nonsectarian school welcoming students of all religious denominations. However, it has retained a covenant with the Christian Church (Disciples of Christ) since its inception.

Diverse student body. More than 1,100 students attend the Day Campus, and over 2,000 working adults attend the Evening Campus, both located in Columbia, MO.

More than 18,000 students attend the 36 nationwide campuses around the country. The Nationwide Campuses serve working adults, including military personnel and their families, through evening and online classes.

Columbia College is proud of its Online Campus, which offers more than 800 classes and 32 online degrees. More than 22,000 students take at least one online class at the college each year.

In addition to offering associate and bachelor's degrees, the college also offers master's degrees at the main campus in Columbia, MO., and at selected extended campuses, as well as online.

Learn more about Columbia College by browsing our website (www.ccis.edu), visiting us at one of our campuses or talking to alumni and current students.

Day Campus

- Located in Columbia, Missouri
- Intentionally small classes
- Student-to-faculty ratio of 9:1
- Experienced faculty, no teaching assistants
- Home to six varsity Cougar sports in the NAIA Division I
 - Men's Basketball
 - Women's Basketball

- Men's Cross Country
- Women's Cross Country
- Men's Soccer
- Women's Soccer
- Men's Golf
- Women's Golf
- Women's Softball
- Women's Volleyball
- Three residence halls
- More than 30 clubs and organizations
- Serving more than 900 students from 15 states and 25 countries

Evening Campus

- Located in Columbia, Missouri
- More than 100 courses offered each session
- Classes taught in eight-week sessions
- Five sessions offered each year
- Nearly 30 academic programs
- Serving over 2,000 students each year

Nationwide/Extended Campuses

- Over 30 Nationwide Campuses around the country
- 9 of the campuses in Missouri
- 18 of the campuses on military bases, including one in Guantanamo Bay, Cuba
- Classes taught in eight-week sessions primarily in the evening
- Five sessions offered each year (August, October, January, March and June)
- Degrees vary by campus
- Serving more than 18,000 students annually

Online Campus

- 800 online courses
- 32 online degrees
- Classes taught in eight-week sessions
- Five sessions offered each year
- Serving more than 6,000 students each year

Graduate Studies

- Master of Business Administration
- Master of Science in Criminal Justice
- Master of Arts in Teaching
- Master of Education in Educational Leadership
- Classes taught in eight-week classes primarily in the evening

- Five sessions offered each year
- Degrees offered in Columbia, MO, online and at select nationwide campuses
- Serving more than 1,600 students each year

Faculty and staff

- 69 full-time faculty (81 percent have the highest academic degree in their field)
- More than 800 Nationwide Campus adjunct faculty
- More than 80 Evening Campus adjunct faculty
- Approximately 594 full-time and 107 part-time staff members

Accreditation

Columbia College is accredited by The Higher Learning Commission.

Columbia College Board of Trustees

Chair	Vice Chairman	Secretary
Daisy Willis Grossnickle '66 Columbia, MO	Anita Abbott Timmons '58 St. Simons Island, GA	Janet Carter Wright '58 Columbia, MO
Dr. Chris Babayco Columbia, MO	Joseph Dubinski '96 Kansas City, MO	Bill Johnston '82 Columbia, MO
Lynne Stuver Baker '64 Independence, MO	Steve Erdel Columbia, MO	Jolene Marra Schulz '61 Columbia, MO
Walter E. Bixby III '82 Kansas City, MO	Steven Fishman '74 Naples, FL	Helen Coe Simons '65 Driftwood, TX
Judy Cunningham '64 Scottsdale, AZ	George Hulett Columbia, MO	Rev. Brad Stagg Columbia, MO
Jerry Daugherty Columbia, MO	Dr. Mitchell Humphreys Phoenix, AZ	Dr. Lia Willis Columbia, MO
Gary Drowing Columbia, MO	June Hurdle '83 Columbia, MO	Carol Winkler '93 Columbia, MO

College Administration

Dr. Scott Dalrymple	President St. Clair Hall, Room 102 (573) 875-7200
Dr. Terry B. Smith	Executive Vice President and Dean for Academic Affairs St. Clair Hall, Room 119 (573) 875-7500
Dr. Jeff Musgrove	Vice President for Adult Higher Education St. Clair Hall, Room 133 (573) 875-7663
Bruce Boyer	Chief Financial Officer Missouri Hall, Room 310 (573) 875-7251
Faye Burchard	Dean for Student Affairs Atkins-Holman Student Commons, Room 221 (573) 875-7401
Bob Burchard	Director of Athletics Southy Building, Room 6 (573) 875-7410
Patty Fisher	Executive Director, Human Resources Missouri Hall, Room 123 (573) 875-7260
Michael Kateman	Executive Director for Development, Alumni and Public Relations St. Clair Hall, Room 107 (573) 875-7565
Kevin Palmer	Vice President of Enrollment and Marketing Missouri Hall, Room 239 (573) 875-7329
Gary Stanowski	Chief Information Officer Launer, Room 9 (573) 875-7353
Clifford Jarvis	Executive Director of Plant and Facilities St. Clair Hall, Room 112 (573) 875-7301

Mission Statement

Columbia College improves the lives of diverse undergraduate and graduate learners through exemplary teaching.

The liberal arts and sciences and professional programs of the College embrace and profess these values:

- Student-centrism
- Lifelong learning
- Ethics and citizenship
- Flexibility and innovation
- Quality and improvement
- Civility and respect
- Environmental and fiscal stewardship

Our vision is to be a model institution.

Pride Points

U.S. News & World Report names Columbia College online programs among the nation's best. Columbia College's online bachelor's degree programs and the MBA program were recognized in the second edition of Top Online Education Programs by U.S. News & World Report. Recognition was based on teaching practices and student engagement; faculty credentials and training; and student services and technology.

Princeton Review names Columbia College one of the best colleges in the Midwest. Columbia College is one of only 153 schools in a 12-state region to be named a 2012 Best Midwestern College by The Princeton Review, a Massachusetts-based education services company. The review profiles hundreds of schools as "regional bests" across four locales: the Northeast, the Southeast, the Midwest and the West. Colleges were selected based on academic excellence and surveys of current students.

According to the [Princeton Review's website](#), "Columbia College opens doors for its students to experience new discoveries, relationships and areas of knowledge that can be explored through thought-provoking, honest dialogue — both in and out of the classroom."

"Academics are strong, grounded in the liberal arts and sciences and offered in a learning environment characterized by civility and respect. Students feel at home on the beautiful campus, located in Columbia, MO., thanks to the private college's close-knit community where opportunities to get involved are plentiful."

GetEducated.com, a respected clearinghouse of accredited online programs, designated Columbia College as a "Best Buy" for several online degrees. The college's online bachelor's degrees in business, criminal justice, human services, psychology, sociology and master's degrees in business and criminal justice all ranked in the top 10 best buys for their respective categories. They also designated the college as a "Best Online College" in affordability for undergraduate psychology students.

Columbia College was recently named to *Military Times* "Best for Vets: Colleges 2015" list. These annual rankings were based on accreditation, graduation rates, veterans staff, transfer credit policies, academic support and participation in the Yellow Ribbon program. The "Best for Vets" ranking reflects our commitment to providing excellent educational opportunities and service to our veterans.

Columbia College recognized as a leader in military-friendly education. *Military Advanced Education*, a publication that focuses on educational services and opportunities for military students, listed Columbia College in its 2015 Guide to Military-Friendly Colleges & Universities and ranked CC in the top 15% of all schools nationwide. According to MAE, selected schools have met rigorous criteria informed by education services officers across the services and have truly earned the designation of "military-friendly." Institutions such as Columbia College, says MAE, set the gold standard for serving the men, women, spouses and retirees who serve or have served our country.

Columbia College was recently named to the *2015 Military Friendly Schools list*. With this recognition, Columbia College is ranked in the top 20 percent of colleges nationwide for being military friendly. The Military Friendly Schools list is based on a survey of more than 10,000 institutions across the country approved for VA tuition funding, and looks at criteria such as student support on campus, academic accreditation, credit policies and an institution's flexibility to the changing demands of service members.

Columbia College recognized as a "College of Distinction." Columbia College is one of only 250 higher educational institutions in the U.S. and six in Missouri to be named a "College of Distinction" by Student Horizons, Inc., an organization that seeks to go beyond commercially driven rankings of admission selection standards to focus on the quality of education students receive.

Colleges are recognized for their commitment and performance of the "Four Distinctions:" engaged students, great teaching, vibrant communities and successful outcomes. The selection process also involves reviewing faculty/student ratios, average class size, the student first-year experience, general education curriculum, experiential elements in the curriculum, residential and extra-curricular activities and the school's strategic plan.

OnlineU is a comprehensive guide that enables students to compare all online college in the U.S. Through an independent study to find the most affordable tuitions for the 12 most popular degrees people earn online. Columbia College ranks #9 in Business, #7 in Education, #5 in Psychology, and # 5 in Human Services.

According to the *Guide to Online Schools*, many students prefer to attend an online college close to where they live. Given that information, the *Guide to Online Schools* provides information about popularity of schools based on state. Columbia College ranks #1 in a list of the most popular schools in Missouri.

Attachment 2
Quality Assurance for Off-Site Programs

Quality Assurance for Off-Site Programs

A. General Oversight: Describe the manner in which this program will be managed. How does the management of this program fit within the institution's academic administrative structure?

The Director of the campus is responsible for institutional program administration. The Director ensures that the program will be managed at the campus location. The Vice President for Adult Higher Education is responsible for all off campus programs. He reports directly to the President and works through the Dean for Academic Affairs on all academic issues. The Adult Higher Education office is staffed by the Vice President, a Dean, two Associate Deans, an Assistant Dean, a Senior Director of Budget and Personnel, a Director of Market Analysis and Special Projects, a Director of Online Advising and AHE Advisor Training, a Director of Campus Support, a Director of Ousley Family Veterans Service Center, an Internal Review Specialist, a Budget and Personnel Specialist, a Business Operations Coordinator, an Academic Advisor Specialist, an Executive Assistant, and two Administrative Assistants. Attached are copies of the organizational charts for Columbia College Adult Higher Education Division.

(Attachment 3: Organizational Charts)

B. Faculty Qualifications: How do the qualifications of faculty at this site compare with those of faculty for this program at the main campus? Please note the comparable data regarding the proportion of course-section coverage by full-time faculty at each site.

All adjunct faculty teaching at the main campus, online or at one of the nationwide campuses, must meet the same requirements established by the academic departments at the main campus. The minimum requirement for teaching any class is a master's degree in the field with relevant graduate coursework and/or professional or college-level teaching experience related to the subject matter of the course being taught. The campus Director is responsible for recruiting, screening and interviewing potential faculty members. If the candidate meets the criteria established by the main campus, the director submits the candidate's academic transcripts, current resume and other appropriate documentation to the main campus with a recommendation that the candidate be approved to teach specific courses. Similarly, the director recommends current instructors to teach additional courses based on the departmental criteria. The Division of Adult Higher Education compares the recommendation against the established standards and forwards the recommendation to the appropriate academic department for review. The department reviews the candidate's credentials and recommends approval or disapproval (of each course requested) to the Executive Vice President and Dean for Academic Affairs, who is the final approving authority. If approved, the director offers teaching assignments to the adjunct faculty member as needed. *NOTE: other than nursing faculty at one location in Missouri, there are no full-time faculty teaching at nationwide campus locations.*

C. Supportive Services: Describe how the institution will ensure that students at this site will be able to access services such as academic support, library, computing, and financial aid, as well as other administrative functions, at a level of quality comparable to that of on-campus programs.

(Attachment 4: General Information about Stafford Library)

Computing:

All Columbia College students are required to take or have earned the equivalent of CISS 170 – Introduction to Computer Information Systems. In the 2014-2015 AHE Undergraduate Catalog (page 78) this course is described as an "Overview of computer hardware, software, programming, and information systems as applied in the modern business environment. Hands-on applications of word processing, spreadsheets and data management software are used to explore use of microcomputers in business."

Library Resources:

All students have access to extensive Stafford Library electronic resources provided by the college. Students may access the online library via the Internet using their Columbia College eServices login and password. In addition, Missouri campus students have access to physical resources via MOBIUS.

Faculty are instructed to guide students to appropriate Columbia College resource databases for their disciplines. Faculty often request use of computer labs for a hands-on guide to their classes. The staff is also able to direct students to the college's research library databases in a one-on-one tutorial.

The college program of writing across the curriculum means that many courses, at both the upper and lower level, require research papers or assignments requiring database research. Students become more competent in using library technologies through practice.

Academic Support:

There are academic advisors at each nationwide campus that rely on official evaluations from the main campus. All academic advisors must meet certain minimum qualifications for the position, including a baccalaureate degree from a regionally accredited institution with proven academic success (normally defined by a minimum GPA of 3.0). In addition, more focus is being placed on attracting and selecting candidates who have earned or are in the process of earning a master's degree.

Academic Advisor conferences are held at the main campus at least every two years to provide refresher and extra training to advisors. Additional training is provided by the Academic Advisor Coordinator and Trainer from the main campus, online and through visits to nationwide campuses.

The college begins assisting students with degree completion at the time of admission. Students are required to list and submit transcripts from all colleges previously attended. College staff encourage all servicemembers and, prior servicemembers, to submit a SMARTS or equivalent document as soon as possible. Servicemembers are also informed of the requirements to have an official SOC degree plan completed by the time the student has completed five classes in order to continue to receive tuition assistance.

The main campus Office of the Registrar completes a degree checklist and SOC degree plan for each eligible student as soon as all materials are provided. Turn-around time for completion of a degree plan is normally two weeks after the receipt of all documents. Academic advisement is an integral part of the degree completion process. Students are advised at regular intervals: upon admission into the college (newly admitted students are required to meet with an academic advisor prior to registering for courses); upon completion of the official evaluation; after a 90-Hour degree audit and; at any other time a student desires during his/her college

experience. Beginning with the 2008 early fall session, students have been able to access their degree plans at any time through the eServices feature on the Columbia College website. This allows the student to view his/her degree plan and experiment with "what if" scenarios.

Degree checklists and SOC plans are kept in each student's record and are regularly updated. A final Degree Clearance Evaluation is conducted by the main campus Office of the Registrar upon receipt of the student's declaration for graduation, normally two sessions prior to the anticipated graduation date.

A new academic advising website has been established exclusively for training and distribution of knowledge/informational publications for all Columbia College campuses. A number of publications have been designed to ensure academic advisors have access to the knowledge needed to correctly advise students, including documents designed to inform advisors of possible future changes to the academic curriculum, and publications to provide additional detail and explanation on key academic policies. Additionally, an annual State of Advising report highlights the current state of advising and provides a look at future training and development activities. An academic advisor newsletter is used to illustrate various advising techniques and discuss current trends and literature.

Financial Aid:

The campus has trained staff members who address the issues of various forms of financial aid available to students. Students are able to contact the main campus Enrollment Service Center for information via email or an 800 number. Information regarding federal aid and military educational benefits is available in the AHE Course Catalog and on the college website at: <http://web.ccis.edu/Offices/financialaid.aspx>.

Other Functions:

The college has contracted with Missouri Book Service (MBS Direct) to provide all textbooks and instructional materials to students. Students are able to order their textbooks via telephone or from the MBS Direct website. However, students may purchase textbooks from any source they choose.

Students have multiple opportunities to attend graduation. The Columbia College main campus has two traditional graduations each year, in May and December. Graduates from any campus are invited to attend either of these graduations. Additionally, Columbia College accomplishes over 20 other commencement ceremonies annually across the nation. Students are able to participate in any of these ceremonies. These opportunities are coordinated at the local level by the directors. All students can petition to participate in a commencement ceremony once they are within 12 credit hours of completing their degree; this allows students completing their degree requirements within the next two sessions to participate in a commencement ceremony close to the time of their actual graduation. All graduates are invited to attend the reception that follows the graduation ceremony.

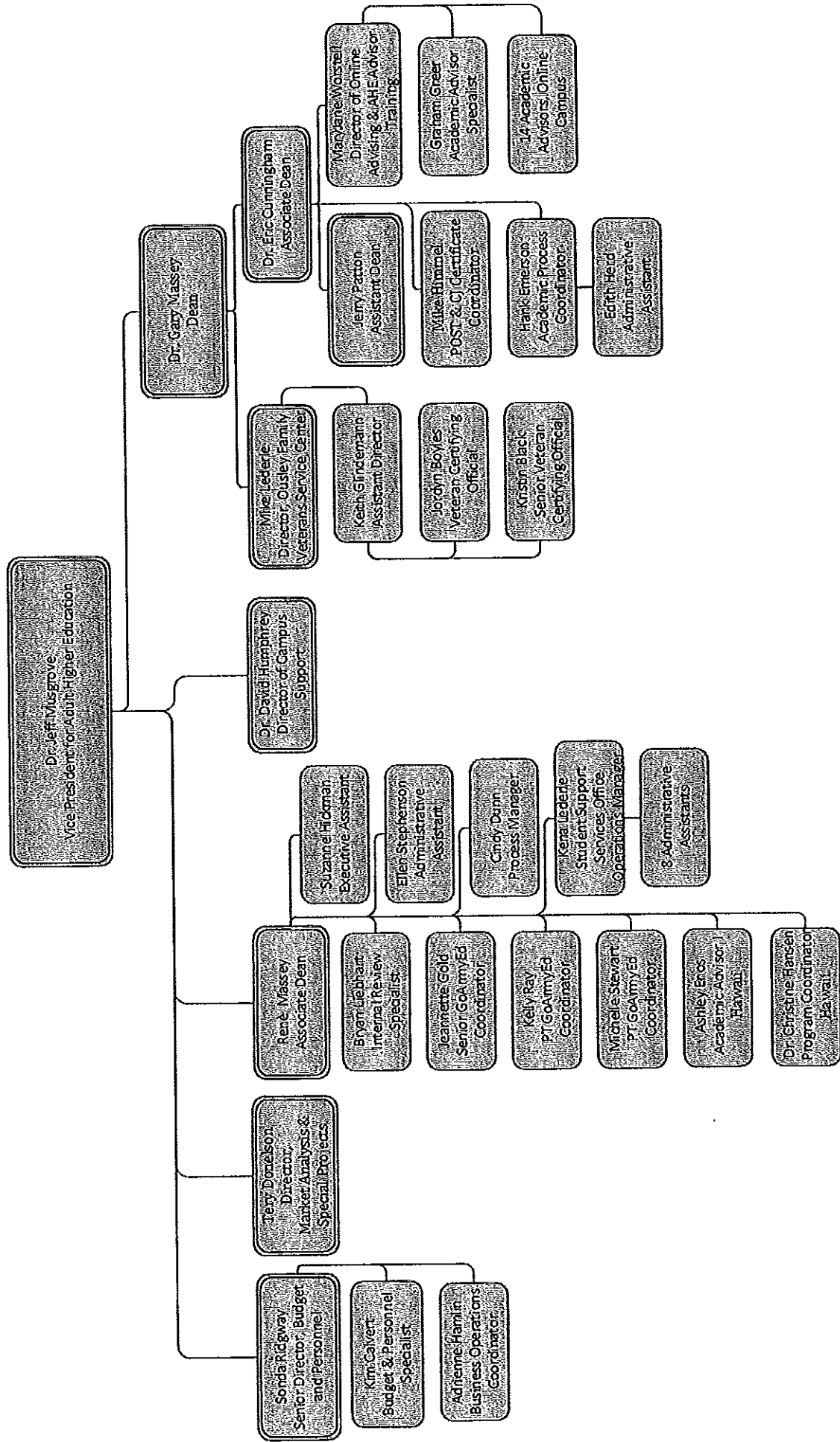
Each campus holds its own commencement ceremony or participates in a combined commencement ceremony with another location. Each year, a senior representative from the main campus attends the event to confer degrees.

Columbia College students participate in full cap and gown, are presented with a graduation certificate, lapel pin and a Latin Honors cord (if appropriate). Graduate students are presented with academic regalia (hoods) during the ceremony.

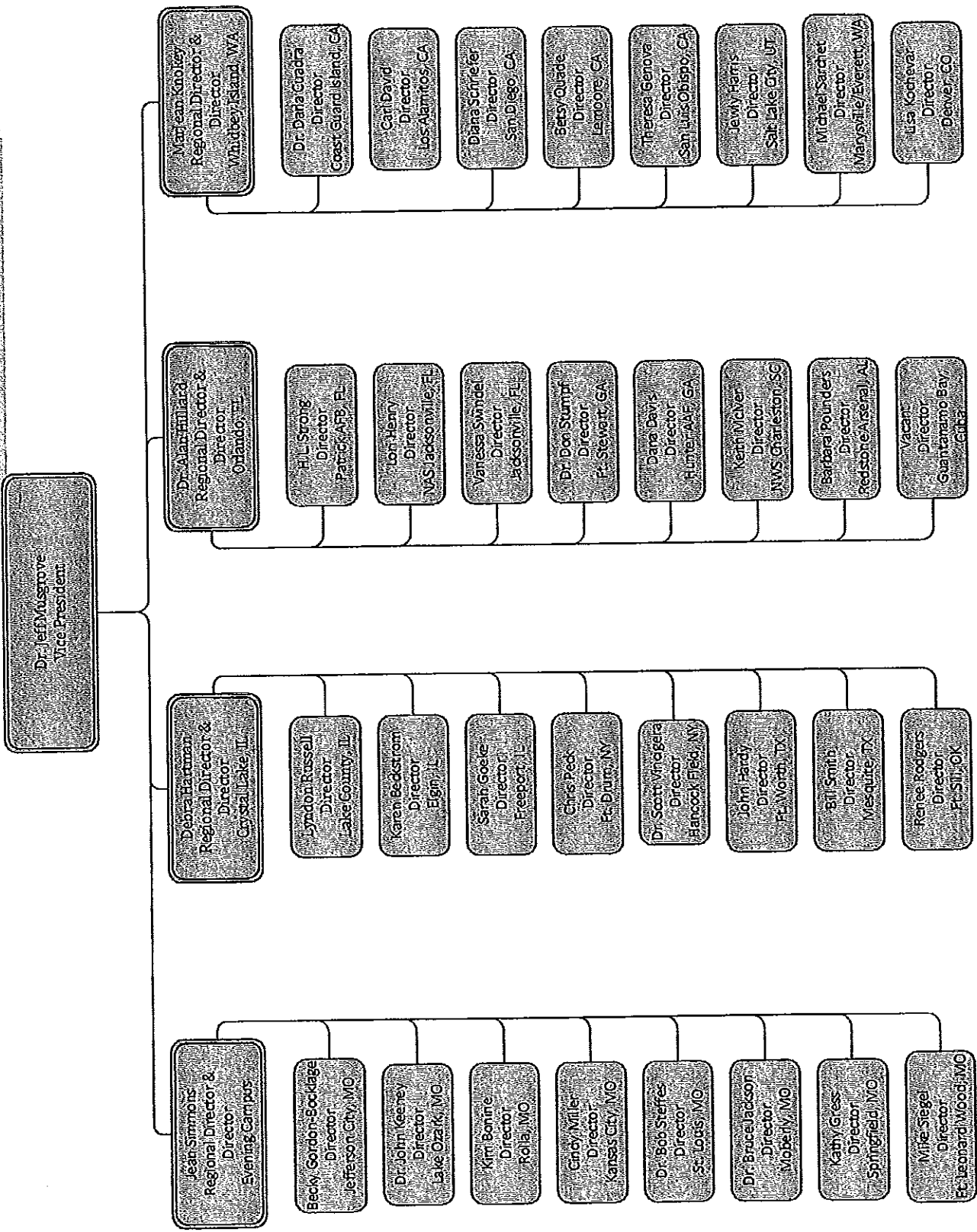
A reception is held immediately following graduation. Generally, at the reception, college personnel have the opportunity to mingle with the graduates, their families and guests. This also provides an opportunity for photos with graduates and college officials.

Attachment 3
Organizational Charts

Division of Adult Higher Education



ABLE Campuses



Attachment 4
Library Information

General Information about Stafford Library

What are Arthur and MOBIUS?

MOBIUS is a group (consortium) of over sixty libraries throughout the state of Missouri that shares resources so patrons may borrow books not owned by their local library.

Arthur is a cluster or group of Missouri libraries, within the MOBIUS library consortium. It consists of six libraries in the central Missouri area: Columbia College, Lincoln University, the Missouri State Library, Stephens College, Westminster College, and William Woods University. The Missouri Dept. of Transportation (MoDOT), a partner of the Missouri State Library, is also accessible through Arthur.

MOBIUS is a state-wide consortium, while Arthur, part of MOBIUS, is a cluster of 6 libraries in the central part of the state.

What Is Interlibrary Loan (ILL)?

Interlibrary Loan is the service through which libraries borrow and lend resources outside MOBIUS in order to provide patron access to materials not held locally. The rules governing using Interlibrary Loan are different at each library so you should check with your library about what is available to you.

What Is the Difference Between MOBIUS, Arthur, and Interlibrary Loan (ILL)?

Arthur is a group of six libraries (Columbia College, Lincoln University, the Missouri State Library, Stephens College, Westminster College, and William Woods) that is part of the MOBIUS consortium. Interlibrary Loan is used to obtain material from libraries both in and outside of the state of Missouri that are not part of MOBIUS.

I have an ID I use to check out books, but what is a Location Code?

The Location Code is an abbreviation that stands for your institution. In Arthur the codes are: Columbia College - CC, Lincoln University - LU, Missouri State Library - M, Stephens College - SC, Westminster College - WC, William Woods University - WW. You will also find your campus code on the request page.

Can I get a book or a photocopied article from another library?

Yes, you can borrow books from any MOBIUS member library in person or by requesting the book through the catalog system. You can get books from outside the MOBIUS system by using Interlibrary Loan. While you cannot get photocopied articles from another library through the MOBIUS system, you can get them through Interlibrary Loan. See the sections on MOBIUS and Interlibrary Loan in this FAQ.

Where can I get help searching the catalog?

If you can't find the answer to your questions in this FAQ, contact a librarian at your library for assistance.

Can I go to another library and use their facilities?

Yes, you can visit any MOBIUS member library, use their facilities and check out books. A list

of member libraries is available at: <http://searchmobius.org/screens/libinfo.html>. You can find the hours of the library on their home pages. There are a few things to keep in mind before you go:

1. Take the card you use to check out materials from your own library. The number you use to check out materials could be your student ID, or a specifically assigned library number; it is whatever *your* library uses. For more information check with your library. If your ID card is not a picture ID take a picture ID with you.
2. Check with your home library before you go to make sure your account has all the necessary information. If your account is blocked for overdue books, fines or any other reason, you will need to clear that up before you can check out books at another library.
3. Remember your cluster is Arthur and find out what your home library uses for "Campus ID" and make note of your campus code.
4. Books are the only items you can check out from another library. Non-book items cannot be checked out from libraries other than your own. Some schools may allow you to use their periodical collections, but may not allow you to use their databases. If you need to use periodicals, databases, or other non-book items check with the library in question before you go.

Does the online catalog contain full-text journal articles?

No. What you see in the online catalog is a record of the print periodicals any particular library holds in their collection. The record will have information such as the location within the library, the call number, and what issues of that journal the library owns.

Can I get full-text journal articles?

Check with your home library to find out what options you have. If your library does not have the online or print full-text of the article you need, they may be able to get it for you through Interlibrary Loan. Keep in mind that this may be a long process often taking more than two weeks.

How do I renew books?

- Open your web browser to your library's catalog.
- Follow the link that allows access to your library account.
- Enter your name and ID number as requested on the form. Remember to add the campus code to your ID number.
- Click the "Submit" button.
- On the next page, click the "Checked Out" button.
- Once your list of items appears, you can choose to renew any or all items by clicking the appropriate boxes and then clicking on the "Renew Marked" button, or you can renew your entire list by clicking the "Renew All" button.

Important note: Not all items are renewable. Check the status of your item(s) after submitting your renewal command. If it renewed successfully a new due date will appear. If not, there will be a message showing the reason. Books from other institutions can take time to renew. Check back after a while to see if the renewal was successful. If you have questions or problems, please call or e-mail the circulation department at your library.

Help Using the Catalog to Search for or Request Books

How long does it take to get the books I requested?

Requested books should be delivered in approximately two to three working days. Your library will notify you when your request arrives. If you have questions or problems contact your library.

How many books can I have out at one time?

At the MOBIUS level undergraduates can have 10 books at one time and faculty and graduate students can have 20 books at one time. However, each library has its own limits regarding total items checked out, so you should inquire at your library.

How long can I keep books from other libraries?

Books may be kept 30 days from libraries in the Arthur cluster and 21 days for books from other libraries in MOBIUS. You may renew books from other libraries, unless it is overdue or there is a hold on the book.

How do I find the books I need?

Look for a book in your own library first. Expand your search to the Arthur catalog, then MOBIUS, if necessary.

Search for items by keyword, title, author, subject heading or call number. Use keyword to locate general topics (example: horses and diseases). Tips to help fine tune your keyword search and assistance creating an advanced keyword search are available in the "Keyword" or "Advanced Search" sections of both the Arthur and MOBIUS catalogs.

If the item you need is not found or is not available in your library, click on the drop-down menu function directly to the right of your library's name to display your other options. Select another library to search, or choose "All Arthur Collections" and click on the "Submit" button to the right to rerun your search.

How do I find books in other libraries?

Look for a book in your own library first. Expand your search to the Arthur catalog, then MOBIUS, if necessary.

Starting in the Arthur catalog.

You can search online from your home or office at: <http://arthur.searchmobius.org/search/>.

Search for items by keyword, title, author, subject heading or call number. Use keyword to locate general topics (example: horses and diseases). Tips to help fine tune a keyword search or for assistance creating an advanced keyword search are available in the "Keyword" or "Advanced Search" section of both the Arthur and MOBIUS catalogs.

If the book you want is not found or is not available from your library, click on the drop-down menu directly to the right of your library's name to display your other options. Select another

library to search, or choose "All Arthur Collections" and click on the "Submit" button to the right to rerun your search in all six library catalogs simultaneously.
You are able to request books you find in either the Arthur or the MOBIUS catalogs.

Expanding Your Search to the MOBIUS catalog.

If you have not found the books that you want at your library or in Arthur, or want a greater selection of material, click on the "Search MOBIUS" button in the Arthur catalog. This extends your search into MOBIUS, the combined catalog for academic libraries in Missouri. You are able to request books you find in either the Arthur or the MOBIUS catalogs.

If you do not find the books you are looking for in either the Arthur or MOBIUS catalogs check with the Reference or Interlibrary Loan department of your library. They can assist you in locating the materials that you need. Keep in mind that Interlibrary Loan can take some time.

How do I request books from other libraries?

From the Arthur catalog, perform a search and if you would like to request an item from another institution, click on the "Request" button.

The next page is the request form. Fill out the information on the form as directed. Be sure to use the location code with your ID number. Also carefully select the location where you want to pick up the book(s). Click on "Submit."

The next page will indicate whether your request went through successfully or not. If it was successful, expect a turnaround time of at least two to three work days. Your library will notify you when the requested books arrive and are available to checkout.

If your request did not go through, double-check your personal information to make sure it is formatted as shown in the examples and that you have added the campus code to your ID number. Resubmit your request. If you continue to have problems, or if you have any questions, contact your library.

How do I find the call number and location of a periodical?

Select "Journals, Magazines, Newspapers" in the "Search Options" box. Enter the title you want to find.

How do I find items put on Reserve by my instructor?

Visit your library's catalog for course reserves or contact your library with questions.

How do I search for videos?

Select "Advanced Search" in the "Search Options" box. Use the drop-down menu "Format" to choose "Videos."

How do I search for music scores?

Select "Advanced Search" in the "Search Options" box. Use the drop-down menu "Format" to choose "Printed Music."

How do I locate music CDs?

Select "Advanced Search" in the "Search Options" box. Use the drop-down menu "Format" to choose "SOUND RECORD."

How do I find computer related or tutorial CDs?

Select "Advanced Search" in the "Search Options" box. Use the drop-down menu "Format" to choose "Computer File."

How do I find books written for children and young adults?

Select "Children's Subject" in the "Search Options" box and enter your subject. If you are looking for a particular author or title, choose "Author" or "Title" from the search menu.

How do I limit my search to government documents?

You can only do this if you have the Government Document Call Number. If so, select "Numbers" in the "Search Options" box on the Arthur Library Catalog - All Arthur Collections page, then select "Government Document Call Number" . Enter the number and click on the "Submit" button.

How do I save the results of a search in the catalog?

See the section [Saving Searches/Making Lists](#) below for this information.

What does the Quick Search box do?

You can quickly do almost any kind of search with the Quick Search box without going to another search page. Use the "Search by" drop-down menu to see the types of searches you can perform. If you are not familiar with the Catalog, we suggest you look at the "Search Options" box and choose a type of search (e.g. author, title, etc.). For each type of search, you will find examples that can help you with your search.

I got too many items with my search

To decrease the number of items you retrieve:

1. *Do a subject search instead of a keyword search.* "Subject (LC)" searches cover a standardized list of terms called subject headings created by the Library of Congress (LC). But you must use the exact LC subject heading. Children's subject headings can also be used to search for specialized materials.
2. *Do a title search instead of a keyword search.* If you know the title of the item you are looking for, type in the exact title. Sometimes you can find a handful of books with titles that begin with your topic, e.g. Management.
3. *Use the word "and" to do a keyword search on more than one concept.* The catalog will look for items that have both terms in the record. Example: television and children.
4. *When viewing a record for an item you retrieved, check the "Subjects" field to find more specific headings/terms.* Scroll down through the record for an item you retrieved until you see the "Subjects" area. Here you will find other subject terms you may use.
5. *Use the Limit/Sort Search option or the Modify Search option to narrow to a particular publication year or years, material type, language, etc.* For example, you can search on World War II and limit the results to videotapes on the topic.

I got too few items with my search

To increase the number of items you retrieve:

1. *Do a Keyword search instead of a Subject (LC) or Children's Subject search.* A keyword search covers more fields, such as title, notes, etc.
2. *Use the word "or" to search on variations of a concept.* Using "or" to link two words will result in a larger number of hits for your search. Example: Amazon or Amazon.com, and another example: Management or Leadership.
3. *Use an asterisk (*) to truncate endings of words.* Search for variations of a word by adding an asterisk. For example, to search for training, trainer, trainers or train, type: train*.

I didn't get anything

If your search yields zero results:

1. Check your spelling. Unfortunately, the catalog won't do this for you. You can use an asterisk (*) if you know at least part of a word. Example: "Dostoevsk*" will find Dostoevsky or Dostoevskii. If you want the catalog to fill in more than 5 letters, use two asterisks. Example: "totalit**" for a search on totalitarianism.
2. Make sure you are doing the correct type of search, such as an "Author" search for authors, "Title" for titles and so on, or use a general "Keyword" search.
3. Do a search using fewer keywords. Limit the number of words you are using. For example, instead of "personnel training computer-assisted instruction," try "computer-assisted instruction evaluation," or "computer-assisted instruction training."
4. Search the MOBIUS catalog to see if another library/cluster has materials you want.

I want to limit my search but what do the options under "Format" mean?

The following list contains the formats you will find under the "Format" menu on the Advanced Keyword Search page and an explanation of the formats:

- PRINTED MATL - Book, both single and multi-volume works, or periodicals such as magazines, professional journals, and newspapers
- VIDEOS - DVDs, videotapes, or 8 or 16 mm film
- SOUND RECORD - Music, lectures, or addresses on tape, disc, or record
- ARCHIVAL MATL - Materials housed in a special collection
- PRINTED MUSIC - Music scores
- MS MUSIC - Music produced by hand, either handwritten, typewritten or on a personal computer
- PRINT MAP - Atlases and folded maps
- MS MAP - Maps produced by hand, either handwritten, typewritten or on a personal computer
- SPOKEN RECORD - Lectures or addresses on tape, disc, or record
- 2-D GRAPHIC - Visible image displayed on a flat surface
- COMPUTER FILE - Computer programs or computer readable data
- KIT - Collection of several formats
- MIXED MATERIAL - Collection of several formats
- 3-D OBJECT - An artifact such as a toy or a model of a person
- MANUSCRIPT - A handwritten or typewritten original
- E-BOOK - Electronic book, read online

Viewing Your Results/Locating Materials

How do I know which library owns the book I need?

When viewing the record of an item, under Location you will see an abbreviation for the library that owns the item in question. The libraries in Arthur and their abbreviations are:

Columbia - Columbia College

LU - Lincoln University

MOSL - Missouri State Library, MoDOT - Transportation Library

Stephens - Stephens College

WC - Westminster College

WmWoods - William Woods University

The book I want says the status is "LIB USE ONLY". Does that mean I can't borrow it?
"LIB USE ONLY" refers to material the owning library will not lend and can only be used in that particular library. This may include reference books, rare books, archival documents, or other special resources.

My instructor wants us to use recently published materials. How can I tell from my results list when each item was published without having to look at each one individually?
Conduct a keyword search and use the Sort feature on the keyword search page to sort by date.

Saving Searches/Making Lists

How do I save the results of a search in the catalog?

1. With the results of your search on the screen, place a check mark in the "Mark" box beside each item you want.
2. Press the "Save Marked for Print/Email" option at the top or bottom of the result list. Continue to mark and save records on subsequent pages.
3. When ready to retrieve your list, select the View/Export Saved Records option at the top or bottom of the screen.

I marked some records but I don't see the option to print or email my list.

When you mark records, you must select the "Save Marked for Print/Email" option at the top or bottom of each page. If you leave a page without pressing this button, your marks will disappear. Once you have saved your marked records, you will see an option at the top of the screen which allows you to View/Export Saved Records.

How can I print/download/email a list of items from the catalog?

1. Do a search and have the search results on your screen.
2. Place a check in the "Mark" box beside each item you want.
3. Select the "Save Marked for Print/Email" option at the top or bottom of the result list.
4. Continue to mark and save records on subsequent pages.
5. When ready to retrieve your list, select the View/Export Saved Records option at the top or bottom of the screen.
6. The screen that appears will provide options for emailing or saving the list. You may also display it on your screen and print it out.

Can I conduct a search, save it, and come back to it at a later date?

Yes. The first step in conducting searches you wish to use at a later date is to log into your library account.

- Open your web browser to <http://arthur.searchmobius.org/search/> .
- Select "My Library Account."
- Enter your name and ID number as requested on the form. Remember to add the location code to your ID number. Click "Submit."
- Select "New Search" or select a type of search in the "Search Options" box.
- On the page with your search results you will see a button labeled "" When you click on that bar your search will be saved and you will be able to go back to it at a later date by logging into your account and using the link "Preferred Searches."

• When you access your saved searches you will be able to delete searches or mark searches for email. If you mark a search for email you will receive an email whenever your library receives new material that matches your search.

Library Visiting Policies

If you are a patron at a MOBIUS institution you can visit other MOBIUS institutions to check out books. The institutions in the Arthur cluster have compiled information about materials and services available to visiting MOBIUS members. The information below covers some of the most frequently asked questions about visiting another library. If you have further questions not answered below, contact the institution directly.

	Columbia College	Lincoln University	Missouri State Library	Stephens College	Westminster College	William Woods University
May MOBIUS walk-in patrons use subscription databases in your institution?	Yes	Yes, with current university ID	Yes	Access is restricted to Stephens College faculty, staff, and students only	Yes	Faculty, staff and students of William Woods University only
What process for identification/ authorization will MOBIUS members have to go through to use subscription databases?	MOBIUS patrons would need to present a current campus picture ID	MOBIUS patrons would need to present a current university ID	None	N/A	MOBIUS patrons would need to present a current campus picture ID	N/A

<p>Can MOBIUS members --print out information from computers --access copiers? What is the price for doing so?</p>	<p>Printing - Yes, Donations accepted Copying - Yes -5 cents/page</p>	<p>Printing - Yes Copying - Black and white copies - 15 cents/page; color copies - 50 cents/page</p>	<p>Printing - No Copying - Yes -10 cents/page</p>	<p>Printing and Copying - Yes, 5 cents for black and white copies, 50 cents for color</p>	<p>Printing - Yes, 10 cents/page Copying - Yes -10 cents/page</p>	<p>Printing - No Copying - Yes -10 cents/page</p>
<p>What is the policy regarding book check out by MOBIUS members?</p>	<p>MOBIUS patrons may check out books in person</p>	<p>MOBIUS patrons may check out books in person with current university ID</p>	<p>MOBIUS patrons may check out books in person</p>	<p>MOBIUS patrons may check out books in person</p>	<p>MOBIUS patrons may check out books in person</p>	<p>MOBIUS patrons may check out books in person</p>
<p>What identification/authorization process will MOBIUS members need to go through in order to check out books in person?</p>	<p>Institutional ID, if ID does not include picture then a second ID with a picture is required.</p>	<p>A current MOBIUS institution ID.</p>	<p>A current MOBIUS institution ID.</p>	<p>A current MOBIUS institution ID.</p>	<p>A current MOBIUS institution photo ID.</p>	<p>Institutional ID, if ID does not include picture then a second ID with a picture is required.</p>
<p>Can MOBIUS members use other materials in the library, such as CDs or DVDs? Is equipment available for their use? What identification/authorization process do they need to go through?</p>	<p>MOBIUS patrons with institution ID may use in-house library materials such as CDs,</p>	<p>Yes, the visiting patron is allowed to use these items in the library when they</p>	<p>Materials may be used in the library. Equipment to use non-book materials is limited. No authentication process</p>	<p>MOBIUS members may use non-print materials in the library and equipment is available.</p>	<p>MOBIUS patrons with institution ID may use in-house library materials such as CDs, DVDs, etc</p>	<p>MOBIUS members may use on-site equipment for playback of CDs, videotapes and DVDs,</p>

	DVDs, etc. during their visit. Equipment is available for in-house use.	present a current MOBIUS institution ID.	is necessary.	Present an institution-issued photo I.D. at the circulation desk	during their visit. Equipment is available for in-house use.	providing the equipment is not in use by William Woods University faculty, staff or students.
Can MOBIUS members check out non-book materials if they come to the library in person? What identification/authorization process do they need to go through?	No	No	Yes. Same as process for checking out books.	No	No	No

Contact an Arthur Library
Columbia College, Stafford Library
1001 Rogers St.
Columbia, MO 65216
Front desk: 573-875-7381
reference@ccis.edu

Lincoln University, Page Library
712 Lee Street
Jefferson City, MO 65101
Circulation: 573-681-5504

Missouri State Library, Reference Services Division
600 W Main St
Jefferson City, MO 65101
Front desk: 573-751-3615
libref@sos.mo.gov

Stephens College, Hugh Stephens Library
1200 E. Broadway Columbia, MO 65215
Circulation: 573-876-7182
Reference: 573-876-7181
circulation@stephens.edu

Westminster College, Reeves Library
501 Westminster Ave

Fulton, MO 65251
Circulation: 573-592-5247
reeves.library@westminster-mo.edu

William Woods University, Dulany Library
One University Ave
Fulton, MO 65251
Circulation: 573-592-4289
Reference: 573-592-4279
reference@williamwoods.edu