



Office of Academic Affairs  
Phone (417) 455-5740 \ Fax (417) 455-5511  
Academic Affairs Office letterhead

December 1, 2015

Via email (he.academicprogramactions@dhe.mo.gov)

Rusty Monhollon, Assistant Commission for Academic Affairs  
Missouri Department of Higher Education  
205 Jefferson Street  
P.O. Box 1469  
Jefferson City, MO 65102

Re: Approval of Off-Site Center in Joplin

Dear Mr. Monhollon:

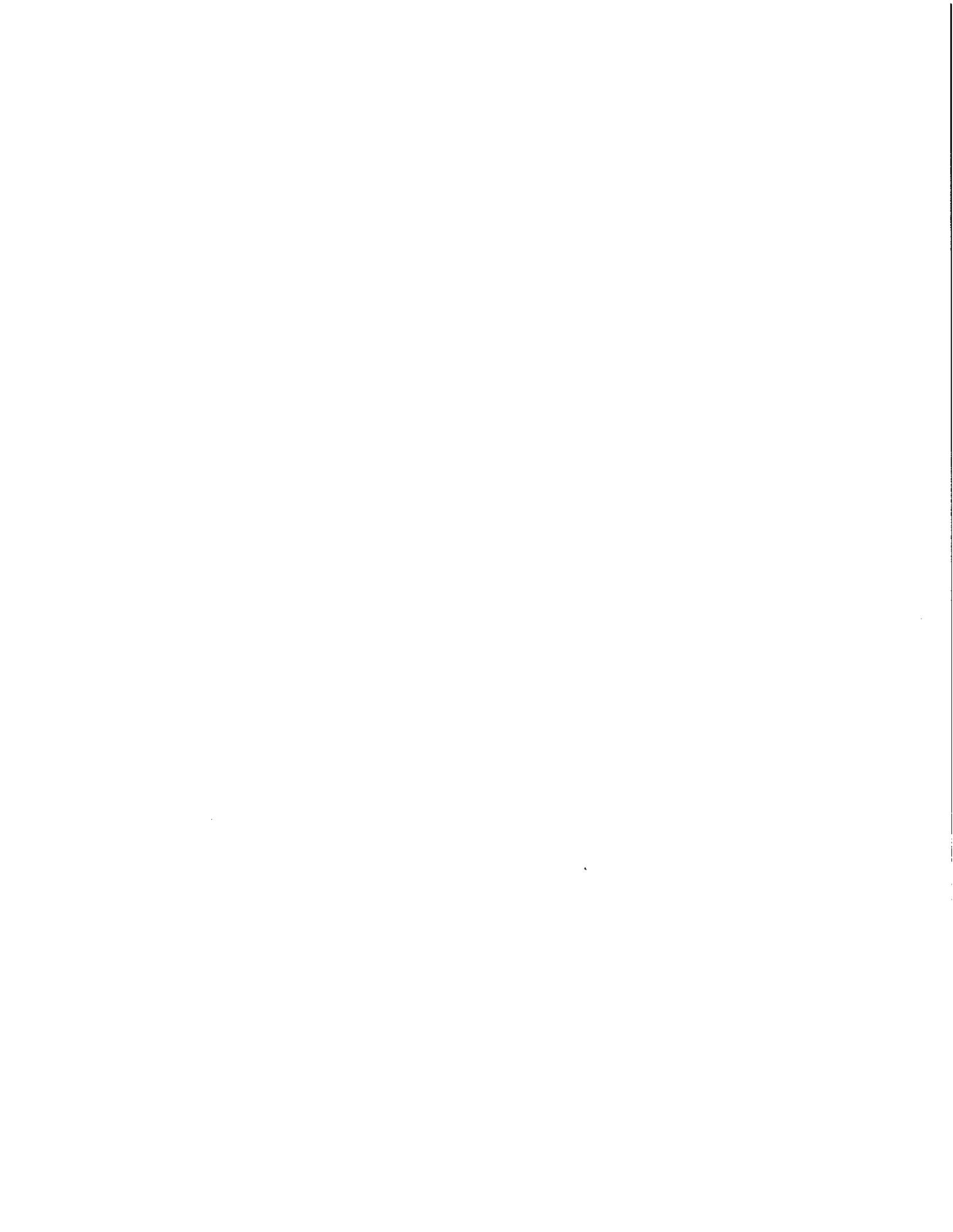
Crowder College is hereby submitting a proposal for adding an additional site location in Joplin. The programs offered will use traditional, flex and online course delivery. Implementation date is anticipated to be fall 2016.

Please feel free to contact me if you have any questions.

Sincerely,

Glenn Coltharp, Ph.D.  
Vice President Academic Affairs

GC:kep  
Attachments



**Crowder College – Advanced Training and Technology Center**

**Off-Site Center Proposal**

**Delivery Site:**

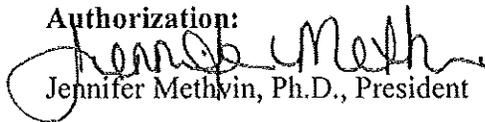
Advanced Training and Technology Center  
420 South Grand Avenue  
Joplin, MO 64801

**Mode of Program Delivery:** Traditional classroom, flex and online instruction

**Cooperative Partners:**

Joplin Area Chamber of Commerce Foundation  
City of Joplin  
Workforce Investment Board of Southwest Missouri

**Authorization:**

  
Jennifer Methvin, Ph.D., President

**Contact Information:**

  
Dr. Glenn Coltharp, Vice President of Academic Affairs  
(417/455-5740) [glenncoltharp@crowder.edu](mailto:glenncoltharp@crowder.edu)

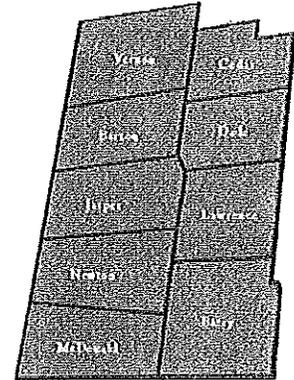
**Attachments:**

Letter of Support from the Joplin Area Chamber of Commerce  
Letter of Support from the City of Joplin  
Letter of Support from the Workforce Investment Board of Southwest Missouri  
Letter of Support from Modine Manufacturing Co.  
Letter of Support from Crowder College Foundation

**Proposal for Establishing a Residence Center at the  
Advanced Training and Technology Center  
Submitted by Crowder College  
to  
Missouri Department of Higher Education**

**Overview.**

Located in the Ozark foothills in extreme southwest Missouri, Crowder College ("CC"), serves a 9-county region (5,848 square miles), that has a population which ranks among the poorest and most undereducated in the Nation (US Census, 2008). Strategically located on Interstate 49 in Neosho, the main CC campus is only 30 minutes from the northwest Arkansas metropolitan area and 20 minutes from Joplin's regional healthcare services on the I-44 corridor. Historically, CC has provided access to educational opportunities throughout its 9-county service region, in response to the ever changing educational needs of these communities. Students served are both traditional and non-traditional.



CC 9 County  
Service Region

Approximately 5,710 students enrolled at CC in fall 2014. CC offers Associate of Arts (General Studies), Associate of Science and Associate of Applied Science degrees, in addition to many Certificate programs. Over 300 students live on campus. CC prides itself in being the community college of choice by providing a quality education at an affordable price. With more than 80 degree programs and certificates CC continues to offer educational programs that allow students to transfer to four year institutions or enter the workforce.

CC is seeking approval of the Missouri Department of Higher Education ("MDHE") to establish a residence center at the Advanced Training and Technology Center (the "ATTC") in Joplin (the "Joplin Site") which is located in Jasper County. Through an existing partnership between the Joplin Area Chamber of Commerce Foundation ("JACCF"), CC and the Workforce Investment Board of Southwest Missouri ("WIB"), CC will be able to offer training programs at the Joplin Site. It is CC's intent for the Joplin Site to be utilized as an approved site, offering training in the following program areas: Advanced Manufacturing Technology ("AMT"); Welding; Computer Assisted Drafting ("Drafting"); and Computer Networking Systems ("CNS"). Utilization of facilities at the Joplin Site will provide additional classrooms and computer labs for expanding the AMT, Welding, Drafting and CNS training courses to other areas. Less than fifty percent (<50%) of any other program would be offered at the Joplin Site without prior approval by the MDHE and the Coordinating Board of Higher Education.

Located in the City of Joplin, which is situated in southern Jasper County and northern Newton County, the Joplin Site is not located within the CC taxing district proper which is made up of Newton and McDonald Counties. As such, CC will not be seeking financial support for the



Joplin Site by the raising of local taxes in its current taxing district or the addition of fees from its service region now or in the near future. Funding for the Joplin Site is provided by CC's main institution (Neosho). It is CC's goal for the Joplin Site to be self-sustainable, with its budget comprised of personnel costs and utilities, and sustained through revenue generated by student

enrollment at the Joplin Site. The Joplin Site will have its own operating budget as prepared by the Director of Regional Centers (the "Director") and CC's Vice President of Finance, with final approval of the CC Board of Trustees.

CC is an equal opportunity/affirmative action/educational/employment institution, and is nondiscriminatory relative to race, religion, color, national origin, sex, age, and qualified disabled.

1. **Assessment of Specific Services and Academic Programs.**

CC's Mission Statement:

It is our mission and purpose to serve the needs of people by actualizing each person who chooses Crowder College in terms of his or her self-worth and ability to function in society as a responsible citizen. We believe that access and quality are compatible; and that both can be more fully realized through a proactive stance seeking to make the public aware of and interested in opportunities available. We believe in strong ties and relationships between the college and other educational institutions, secondary and post-secondary, the community, and the businesses and organizations that support our community. We view the college as having an active role in economic and social development through continuing education and customized training, directed toward improving work skills and productivity, creating a more desirable work and social environment, and adding to the general quality of life within the region. In each course and program, all endeavors will be concerned about and committed to the development of each individual's ability to master the content of offerings, make ethical decisions, develop analytical skills, cultivate physical health and well-being, develop self-worth and learn the value of working together and serving others. The college recognizes a two-fold responsibility in its commitment to student growth and development. The first is to assist in acquiring the skills and awareness needed to function as productive and responsible citizens. The second is to evaluate this progress so that both the student and the institution are able to measure the growth.

CC's Vision Statement:

*Crowder College ...Building a civil, serving, literate, learning community of responsible citizens.*

As a college family, Crowder is continuously engaged in:

**Caring:** in honoring the inherent worth of each individual

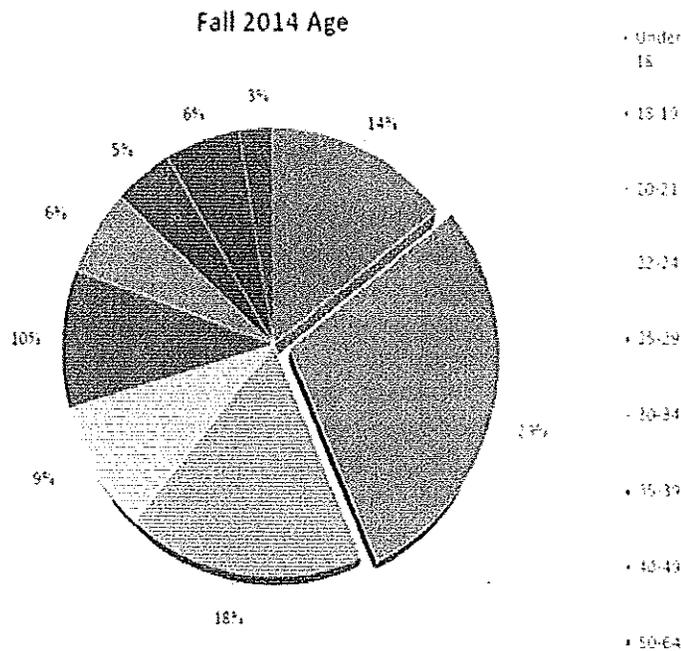
**The Pursuit of Learning:** in putting into practice the best that is known about how people learn.

**Fostering Creativity and Innovation:** in exploring new ideas, trying new approaches, encouraging calculated risks when the potential results merit risk.

**Ethical Behavior:** in demonstrating through personal action that people should relate to each other ethically.

**Collaboration:** in ensuring that every person in the organization shares in shaping the college's future.

**Serving Others:** in helping each person become freer, wiser, and better able to serve.



Growth at CC has been explosive with an increase of 240% since the fall of 2000! Keeping a low student to faculty ratio is very important at the college. Currently we have a 17-to-1 student/faculty ratio. This excellent student to faculty ratio allows instructors to be more accessible while keeping with the "Crowder Family" tradition. CC posted another semester of steady enrollment numbers for the spring 2015 semester with 4,750 students. Total credit

hours were at 44,555. The chart to the left shows the age of students that were enrolled at CC in the fall of 2014. Twenty percent (20%) of the entire enrollment were aged 25-64 which are considered non-traditional students.

The Joplin Site will increase access for area high school students to pursue higher education opportunities through dual enrollment and dual credit, in addition to the A+ Program.

Southwest Missouri economics reflects those of the nation – there is a between increasingly skilled jobs in every employment section and the skills our residents have to be successful in obtaining and retaining those jobs. The Joplin area is no different. May 22, 2011, an EF-5 tornado tore through a large portion of Joplin causing mass destruction with 161 people losing their lives. Five hundred thirty (530) businesses were damaged or destroyed. In 2015, the Joplin community is still recovering from this devastating tornado. The community continues to have an ongoing need for economic development projects. A key part of the recovery is to employ the unemployed and upgrading the skill sets of the underemployed. The programs that CC will be offering at the Joplin Site will help fill gaps in the area’s workforce, provide better-skilled worked to existing and new companies, and enable local residents, particularly those with low/moderate incomes (“LMI”) to advance their skills, and consequently, their standard of living. The non-traditional students and the LMI (often one and the same) are the target population for the Joplin Site.

The partnership between JACCF, CC and WIB, is an excellent example of CC’s creativity in providing quality services, creating accessible and affordable learning opportunities for its students in its service area communities. CC’s commitment to offering academic scholarships and helping its students achieve professional success fulfills its Mission Statement.

**2. Assessment of Need for the Joplin Site.**

As previously mentioned, courses and programs to be offered at the Joplin Site will consist of the AMT, Welding, CNS, and Drafting programs, all of which will serve both traditional and non-traditional students. **General education and developmental classes are available at any of the other CC locations, including the main (Neosho) campus, which offers general studies courses with the mode of delivery consisting of the traditional classroom, flex and online instruction.** The Webb City location is conveniently located within fifteen (15) minutes or fourteen (14) miles from the Joplin Site. The AMT, Drafting and CNS classes are also offered at the main (Neosho) campus, all with the same mode of course delivery.

**Student Enrollment and Demand.** CC’s overall fall 2015 enrollment reflected 4,750 students of which 721 (or 15%) of the students had a Joplin address. The table below sets forth CC’s student projections for each of the programs for five (5) years and at full capacity:

Course Code	Class Schedule	YR 1 PROJ	YR 2 PROJ	YR 3 PROJ**	YR 4 PROJ	YR 5 PROJ	Full Capacity	% LMI Participants
AMT	Will align with CC Schedule	45	50	55**	55	57	60	<b>For the year 2014-15, CC reported the following information to the Integrated Postsecondary Education Data System (IPEDS). This information is collected and reported on a yearly basis and is reported at the end of the fiscal year.</b>  <b>Group 1 (All Undergraduates):</b> Pell Grants: 53% Federal Student Loans: 19%  <b>Group 2 (Full-time, first-time Undergraduates):</b> Pell Grants: 61%
Welding – 9 month rotation	Morning Class – 36 Afternoon class – 36	72	82 + night class of 10	85**	88	90	90	
Drafting	Will align with CC Schedule	50	52	54**	55*	56	60	

Course Code	Class Schedule	YR 1 PROJ	YR 2 PROJ	YR 3 PROJ**	YR 4 PROJ	YR 5 PROJ	Full Capacity	% LMI Participants
CNS	Will align with CC Schedule	15	18	20**	20*	20	20	Federal Student Loans: 16%
<b>TOTALS</b>		<b>182</b>	<b>202</b>	<b>214</b>	<b>218</b>	<b>223</b>	<b>230</b>	<b>Group 3 (All other Undergraduates):</b> Pell Grants: 52% Federal Student Loans: 20%

\*\*Starting in Year 3, student projections will increase in certain training programs due to the addition of the Crowder College Training and Development Solutions training programs being moved to this location. This increase is not reflected in these projections.

The numbers set forth in the above table were compiled based on past enrollment numbers maintained at CC for each of these programs. CC's enrollment records for these programs were pulled starting in 2010 and included information through 2015. We have been very vigilant in our assessment of enrollment numbers in order to not inflate potential enrollment. During our assessment, we came across research that supported our strategy to be conservative with enrollment projections. In particular, we reviewed several articles and publications that espoused growth spurts in community college enrollments during times of recession and a decrease in enrollment during upward turns in the economy. In 2010, community colleges saw an enrollment boon at the height of the recession because community colleges are affordable and cost-effective options to four year universities. Community colleges provide a diverse group of students with additional skills and experiences, and are often more flexible in addressing needs of their students. As the job market becomes increasingly competitive, unemployed workers can gain new skills while building a stronger resume by attending community college courses. This opportunity provides job candidates with a greater competitive edge when applying for open jobs in the future. CC is proud of its ability to provide students with the necessary skills and experiences for competitive job markets in the programs to be offered at the Joplin Site.

**Demographics of the Joplin Site.** Joplin is the largest city in Jasper County, but is still located within a mostly rural area. Based on data obtained from the *2010 Census*<sup>1</sup>, the population of Joplin was 45,504 and included the following demographics:

Med Age	# <5 yrs	# Individuals >18 yrs	# Individuals >65 yrs	# Individuals with HS Degree	# Individuals with BS Degree or Higher
34.7	3,226	34,965	7,119	23,570	5,974
Joplin as compared to the National Average		76.8%	15.6%	81.5%	20.7%
		74.3%	12.4%	80.4%	24.4%

The *2010 Census*<sup>2</sup> reported 23,167 or 64.4.7% of the Joplin population (as compared to 63.9% of the National Average) being in the labor force. Conversely 6,467 or 14.8% of the Joplin population (as compared to 12.4% of the National Average) were living below the poverty level.

<sup>1</sup> 2010 Census, <http://www.americantowns.com/mo/joplin/info>, November 15, 2015

<sup>2</sup> 2010 Census, <http://www.americantowns.com/mo/joplin/info>, November 15, 2015

In addition, the number of civilian veterans in Joplin was 4,794 or 13.7% of the Joplin population (as compared to 12.7% of the National Average).

Unemployment Rate - September 2015	
Location	Unemployment Rate
City of Joplin <sup>3</sup>	3.7%
Jasper County <sup>4</sup>	3.9%
State of Missouri <sup>5</sup>	5.3%
United States <sup>6</sup>	5.1%

Since 2005, the unemployment rate in Joplin has ranged from 9% in June 2011 to 3.7% in September 2015. True, the unemployment rate in the area is less than the national rate of unemployment, but when compared to the U.S. *natural* unemployment rate of 5.1%, the numbers still reflect an area that has not fully bounced back from the economic downturn that began in late 2008 plus the EF-5 tornado of May 2011.

According to Joplin's 2010 Comprehensive Annual Financial Report<sup>7</sup>, the top ten employers in the city are:

#	Employer	# of Employees	#	Employer	# of Employees
1	Freeman Health System	3,139	2	Con-way Truckload	2,677
3	Mercy Hospital Joplin	2,480	4	Joplin School District	1,200
5	Eagle-Picher	1,022	6	Walmart	920
7	Missouri Southern State University	733	8	AT&T Mobility	688
9	Tamko	645	10	Aegis	575

According to *SimplyHired*, the top industries with openings are transportation (2,057 jobs), sales (623 jobs), office support (328 jobs), food service (334 jobs), repair (227 jobs), and general management (180 jobs).<sup>8</sup> According to the 2015 Missouri Economic Report<sup>9</sup>, many industries have seen slight to moderate growth and have employment. Manufacturing is one industry that has seen faster than normal job growth. Likewise, the United States Census<sup>10</sup> provides the following information related to the industries in Jasper County:

	Jasper County	State of Missouri
Manufacturers' shipments, 2007 (\$1000)	3,336,561	110,907,604
Merchant wholesaler sales, 2007 (\$1000)	793,412	81,032,913
Retail sales, 2007 (\$1000)	1,967,427	76,575,216
Retail sales per capita, 2007	\$17,111	\$12,957

<sup>3</sup> [www.homefacts.com/unemployment/Missouri/Jasper-County/Joplin](http://www.homefacts.com/unemployment/Missouri/Jasper-County/Joplin), November 15, 2015

<sup>4</sup> MERIC, <https://missourieconomy.org/regional/profile/default.aspx?ac=2915000008>, November 15, 2015

<sup>5</sup> U.S. Bureau of Labor Statistics, <http://www.bls.gov/news.release/pdf/laus.pdf>, November 15, 2015

<sup>6</sup> U.S. Bureau of Labor Statistics, <http://data.bls.gov/timeseries/LNS14000000>, November 15, 2015

<sup>7</sup> [https://en.wikipedia.org/wiki/Joplin,\\_Missouri#cite\\_note-35](https://en.wikipedia.org/wiki/Joplin,_Missouri#cite_note-35), November 15, 2015

<sup>8</sup> <http://www.simplyhired.com/local-jobs/joplin-mo>, November 15, 2015

<sup>9</sup> [https://www.missourieconomy.org/pdfs/2015\\_mo\\_economic\\_report.pdf](https://www.missourieconomy.org/pdfs/2015_mo_economic_report.pdf), November 15, 2015

<sup>10</sup> <http://quickfacts.census.gov/qfd/states/29/29097.html>, November 15, 2015

Accommodation and food services sales, 2007 (\$1000)	182,316	11,070,634
Building permits, 2014	371	16,003

The May 22, 2011 tornado impacted Jasper and Newton Counties, not only with physical and emotional traumas, but economic loss as more than 525 businesses were destroyed in Joplin. Mercy Hospital (previously known as St. John's Hospital) located in Joplin was totally devastated by the tornado, creating a serious burden for area hospitals. Mercy teamed up with McCune-Brooks Regional Hospital in Carthage to provide care for residents in both communities as well as the surrounding counties.

It is important to recognize the many factors that led to CC's desire to open the Joplin Site (i.e., unemployment rates, poverty levels, educational attainment, types of industry and even the deadly Joplin tornado) and influenced its decision to apply for a residence center. Not only is the Joplin Site a suitable fit for CC's Mission and Value Statements, but it will allow CC to continue to provide educational opportunities to residents of its 9-county service region. CC will be able to fulfill the changing needs and demands of a community that is in a new phase of its existence. By approving the Joplin Site, CC will be able to provide college classes that could be taken by high school students in the late afternoon and evening. This will help dual credit students complete more of their Associate degree before graduating high school.

### 3. Programs, Courses and Site Services Available at the Joplin Site.

Initially, less than fifty percent (<50%) of any other program will be offered at the Joplin Site. It is anticipated that an AAS or a certificate(s) in AMT, Welding, CNS and Drafting programs will be offered based on student demand. Currently, CC is working toward offering a full complement of programs by the fall of 2016 with the appropriate program approvals being submitted prior to the offering of more than 50% of any program. CC does not expect to make any changes in the instructional methods, current course structure or support services available at the Joplin Site. Programs for approval in this proposal will not change the scope of services currently offered by CC at any of its sites.

Admissions. CC is committed to providing educational opportunities to all qualified students regardless of their economic or social status and will not discriminate on the basis of handicaps, race, color, sex, creed, or national origin. Students who want to enroll at the Joplin Site have several options available to choose from. They may enroll (i) online at [www.crowder.edu](http://www.crowder.edu), (ii) in person at the main (Neosho) campus in the Admissions office or (iii) they can also enroll at the Joplin Site with the assistance of the Director. Students applying for admission at the Joplin Site are subject to the same admissions process and provided the same services as available at the main (Neosho) campus.

CC's Student Handbook provides that "in each course and program, all endeavors will be concerned about, and committed to, the development of each individual's ability to master the content of offerings, make ethical decisions, develop analytical skills, cultivate physical health and well-being, develop self-worth, and learn the value of working together and serving others."

CC recognizes a two-fold responsibility in its commitment to student growth and development, with the first being to assist in acquiring the skills and awareness needed to function as productive and responsible citizens and the second, to evaluate this progress so that both the student and CC are able to measure growth.

Each student will be assigned an academic/faculty advisor who is knowledgeable in his/her field of interest. These advisors will assist in developing realistic educational and career goals and selecting coursework that best fits student abilities and needs. Students without clear career goals will receive enrollment forms from assigned general education advisors. The student is expected to contact his/her advisor prior to each registration period for assistance in planning appropriate course work.

**Courses.** The Joplin Site will provide classrooms and computer labs to be utilized by students taking AMT, Welding, Drafting, and CNS classes. In the fall of 2016, it is anticipated the courses will be offered at the proposed Joplin Site as either late afternoon or evening classes.

The AMT program is available in both day and night classes at the CC main (Neosho) campus. This program offering will extend CC's capabilities of providing much-needed training from maintenance to high-tech robots. Manufactures are also beginning to see the impact of the older workers retiring and have an ever-increasing need to replace those workers with highly skilled younger workers. Many present workers need to upgrade their skills to meet the changes in the industry to high-tech, modern equipment. Below are the courses proposed to be offered for AMT:

Course Number	Credits	Course Title
AMT 102	3	Introduction to Industrial Electricity
AMT 104	3	Electrical Motor Controls
AMT 111	1	Introduction to Industrial Safety
AMT 112	3	Occupational Safety
AMT 122	3	Basic Machining
AMT 132	3	Industrial Hydraulics
AMT 142	3	Manufacturing Mechanics
AMT 162	3	Industrial Process Control
AMT 182	3	Introduction to Automated Robotics
AMT 204	3	Programmable Controllers
AMT 206	3	Programmable Logic Controllers
AMT 284	3	Automated Robotic Programming
AMT 290	3	Manufacturing Internship
INTC 197-199;297-299	1-3	Topics in Industrial Technology

The Welding program will not only meet but will exceed the nationally recognized Tulsa Welding School model, which currently sets the bar for welding schools. The welding footprint within the Joplin Site is set to accommodate 48 welding stations. The demand for highly-skilled welders is extremely high and this demand will continue to rise in the future, especially as many of the present welder enter retirement over the next few years. Welding classes are also offered at the CC main (Neosho) campus. Below are the courses proposed to be offered for Welding:

Course Number	Credits	Course Title
BSAD 115	3	Computer Concepts
DRFT 115	3	Basic Computer Aided Drafting
BSAD 106	2	Professional Development
WELD 117	2	Welding Blue Print Reading
WELD 124	1	Fabrication Methods
WELD 135	2	Basic Metallurgy
WELD 140	1	Fabrication Methods II
WELD 151	2	Welding Theory I
WELD 153	5	Welding Lab
WELD 152	2	Welding Theory II
WELD 154	5	Welding Lab II
WELD 201	1	Welding Theory III
WELD 202	2	Welding Theory IV
WELD 211	7	Welding Lab III
WELD 213	4	Welding Lab IV
WELD 216	4	Welding Lab V
WELD 270	3	Robotic Welding I

The Drafting and CNS training programs will allow us to turn out employees in nearly every sector of these two fields with great computer skills as well as teaching the most current techniques and skills to meet the employers' needs. Drafting and CNS classes are offered at the CC main (Neosho) campus. Below are the courses proposed to be offered in Drafting and CNS:

Course Number	Credits	Course Title
DRFT 101	3	Intro to Engineering Drawing and Print Reading
DRFT 115	3	Basic Computer Aided Drafting
DRFT 102	3	Descriptive Geometry
DRFT 103	3	Technical Drawing
DRFT 105	3	Architectural Drawing
DRFT 120	3	Basic Civil Drafting
DRFT 141	2	Assembly Drawings
DRFT 144	1	Weldment and Structural Drawings
DRFT 197, 198, 199, 297, 298, 299	1-3	Topics in Drafting and Design Technology
DRFT 202	3	Machine Design
DRFT 203	3	Tool and Die Design
DRFT 205	3	Intermediate Computer Aided Drafting
DRFT 215	3	Advanced Computer Aided Drafting
DRFT 220	3	Intro to Geometric Dimensioning and Tolerancing
DRFT 280	3	Drafting and Design Internship
CNS 101	3	Intro to Electronics
CNS 105-106	1	Technical and Career Development
CNS 111	3	PC Basics
CNS 112	3	PC Basics II
CNS 115	3	Cisco Networking I
CNS 116	3	Cisco Networking II
CNS 125	3	Programming for CNS Technicians
CNS 217	3	Cisco Networking III
CNS 218	3	Cisco Networking IV
CNS 250	3	Linux Network Administration
CNS 260	3	Microsoft Network Administration

Course Number	Credits	Course Title
CNS 265	3	Microsoft Exchange Administration
CNS 270	3	Network Security
CNS 271,272, 273	1-3	Topics in Computer and Network Support Technology
CNS 275	3	Enterprise Administration
CNS 277	3	Data Management
CNS 285	4	Computer Network Support Internship

As previously mentioned on page 5, **general education and developmental classes are available at any of the other CC locations, including the main (Neosho) campus, which offers general studies courses with the mode of delivery consisting of the traditional classroom, flex and online instruction.** The Webb City location is conveniently located within fifteen (15) minutes or fourteen (14) miles from the Joplin Site. The AMT, Drafting and CNS classes are also offered at the main (Neosho) campus, all with the same mode of course delivery. There will be no general education classes offered at the Joplin Site at this time.

**Joplin Site Services.** The Director will be located primarily at the Joplin Site and he is responsible for its day-to-day operations. The Director works closely with the Associate Vice President of Career and Technical Education as well as the Division Chairs to select and match the most qualified instructor for classes to be taught at the Joplin Site. In an effort to assist the students be connected to CC's main campus in Neosho, the Director will offer two to three workshops per semester especially designed for these students. It is very important to the success of the Joplin Site students that they develop and maintain close ties to the main (Neosho) campus. Some of the workshop topics will include (i) financial aid assistance, led by CC's Financial Aid Director, (ii) using the Crowder I Card, led by CC's Accounts Receivable Manager and (iii) basic study skills (led by the Coordinator of the Student Success Center). All of these services are integral to the student's success at CC, no matter what location they choose to attend.

**Student Services.** CC offers a full selection of education and training courses to serve both traditional and non-traditional students who may be underprepared to enter college. CC provides its students with a variety of assistance and resources that include, but are not limited to tutoring, make-up testing, special accommodations testing, a computer lab, retention and student success services, as well as information for transfer services. The Student Success Center ("SSC") located at the main (Neosho) campus also serves as a valuable resource to faculty and staff at all CC campuses. Assistance with the admission process is the initial service offered through academic assessment and placement. The SSC staff is eager to assist students who desire to arrange tutoring, testing, or supplemental instruction. The PLATO Learning Systems and HAWKES math software is available in CC's in the computer lab for all students, located on the main campus in Neosho.

Each semester the SSC hosts a transfer fair for students interested in transferring to local colleges and universities. The SSC provides catalogs and brochures for information for the colleges and universities listed below:

University of Missouri*	University of Missouri – Kansas City	Missouri Southern State University*
Missouri State University*	Missouri University of Science & Technology*	College of the Ozarks
John Brown University	University of Arkansas*	Pittsburg State University*

Kansas State University	University of Oklahoma – Tulsa	University of Oklahoma – Tulsa
Oklahoma State University	Oklahoma State University – Tulsa	Northeastern State University
Baker University*	Central Methodist University*	American Public University*
The University of Phoenix*		

*\*Denotes formal Articulation Agreement in place with CC*

The SSC provides professionally trained personnel to help students with academic, social and/or personal problems. The SSC is not staffed to provide counseling or therapy on a regular basis, but will refer students to outside agencies if needed.

**Library Services.** The Joplin Site will provide electronic access to the Bill and Margot Lee Library (the “Lee Library”) located on the main (Neosho) campus. The Lee Library contains a collection of approximately 42,000 books, approximately 170 magazine/periodical subscriptions, microforms, and collections of audiovisual programs. Lee Library is a full-service center with qualified staff to help students locate and use information resources. Lee Library provides study areas, an open computer lab, quiet study rooms, a library instruction classroom, a photocopier room, a media room with video monitor setups, a conference room and a student activity area. CC is a member of the SWAN cluster of MOBIUS. CC students may search the SWAN and MOBIUS catalogs on the web and make an online request to have a title sent to them at the Library or to any of the other SWAN libraries. The Lee Library can also help students obtain books and magazine articles from other libraries through a service called Interlibrary Loan (ILL). The Lee Library belongs to a group of libraries which lend to each other at no charge. CC students and employees may also borrow in person from other libraries in SWAN and/or MOBIUS.

**Extra-Curricular Activities/Organizations.** CC provides many opportunities for students to become involved in extra-curricular activities and organizations at its various sites. It is important to find a good balance between academic and nonacademic activities, but both are important to maximizing the college experience. The Campus Life Office or the SSC both located at the main (Neosho) campus provides information regarding clubs and organizations.

**Class Size.** Even with all of CC’s growth in the past couple of years, CC has maintained an average class size of 17 students. An excellent faculty/student ratio helps make instructors more accessible, and CC has a tradition of providing students with the type of friendly atmosphere we describe as the “Crowder Family.”

The Joplin Site will provide full access for its students to benefit from the support services and student activities offered at the main (Neosho) campus, enhancing the student’s individual growth and academic success. Joplin Site students will have full access to the educational programs in preparation of transferring to a four-year institution as well as offering information on career and technical education programs available at other CC campuses. Full academic services, learning resources, basic skill development and educational opportunities for students of diverse cultural, socioeconomic and academic backgrounds will be made available to all students at the Joplin Site. All of these services are designed to meet the individual needs of students attending CC.

**Duplication.** Franklin Technical Center, located in Joplin, is a vo-technical school that targets the high school population and does not offer college level programs. Missouri Southern State University, a 4-year state funded university ("MSSU"), located in Joplin, does not offer the types of training programs proposed by CC. Drury University, a private, liberal arts 4-year institution located in Springfield, has a campus location in Monett approximately 39 miles from Joplin. Wentworth Military Academy & College, a private 2-year college located in Lexington, has a campus location in Lamar, approximately 39 miles from Joplin. The Missouri Welding Institute, located in Nevada, approximately 58 miles from Joplin, does not offer the same high-end welding training program as that proposed by CC. Due to the proximity of these other institutions to the Joplin Site, approval of the Joplin Site will not raise any question of duplication of services in Joplin.

**Collaboration.** Letters of support from the JACCF, the City of Joplin, WIB, General Mills and Modine, exhibit the type of support, partnerships and collaboration necessary to make the Joplin Site a success. CC prides itself in its capabilities of providing an affordable educational option for community members within in its service region. A better educated community leads to more training and a more skilled and higher quality workforce in the region.

**Methodology.** Statistical information contained in this Off-Site Center Proposal was gleaned from various sources such as the CC Records Department, the U.S. Census Bureau, and the Missouri Department of Economic Development just to name a few. Internet research has been appropriately footnoted as applicable.

4. **Evaluation of the Five (5) Year Expenditure and Revenue Plan for the Joplin Site.**

Currently the main (Neosho) campus is responsible for all expenses incurred at the Joplin Site. The Director will be working with the Vice President of Finance, the Associate Vice Presidents of Academic Affairs and Career and Technical Education to prepare a budget for the Joplin Site. The Director is closely monitoring and evaluating the expenses and revenues generated by the Joplin Site. After this first year, the Director as well as the Vice President of Finance will have a better picture of how the budget will need to be structured going forward. It is the main (Neosho) campus' intent that the Joplin Site is totally self-sufficient and funded through tuition revenue but CC is also acutely aware of the need to assist with funding this proposed site until it can reach that goal.

5. **Joplin Site Evaluation, Operations and Managerial Responsibilities.**

**Operations/Managerial Responsibilities.** The Director is a full-time position and he is responsible for day-to-day operations and management of the Joplin Site. The Director reports directly to the Associate Vice Presidents of Academic Affairs and Career and Technical Education. The Director works closely with the Associate Vice President of Career and Technical Education, the Associate Vice President of Academic Affairs, the Vice President of Academic Affairs and the Division Chairs to create the class and/or program schedule for the Joplin Site. The Director is responsible for overseeing buildings, planning events, assigning classrooms and seeing to the needs of the students enrolled at the Joplin Site. The Director will

work closely with the ATTC's Director to plan and evaluate needs that may arise of the Joplin Site.

**Budget.** The Director, the Associate Vice President of Career and Technical Education, and the Vice President of Finance will work together to create and submit a budget for the Joplin Site which will ultimately be approved by the CC Board of Trustees. Budgets are prepared, submitted and approved on a yearly basis.

**Faculty.** Faculty qualifications for the Joplin Site will be the same for the faculty teaching at the main (Neosho) campus. Courses at the Joplin Site will be taught by full time and part-time or adjunct faculty. Faculty for courses offered at the Joplin Site will be chosen by the Director and the applicable Division Chair. The Director works with other site directors to plan schedules, review policies and faculty training. It is mandatory for all Joplin Site faculties to attend at least one training a year. There are no special expectations for professional activities, student contact, or teaching innovation.

**Accreditation.** CC is accredited by the Missouri Department of Elementary and Secondary Education and the Coordinating Board of Higher Education. CC is also fully accredited by the Higher Learning Commission, a member of the North Central Association, and utilizes the Academic Quality Improvement Project as its accreditation approach. Program accreditations are in the Missouri State Board of Nursing, Teacher Education Certification, through the Department of Elementary and Secondary Education, and the National Institute for Automotive Excellence (ASE). Graduates of the Associate of Arts Programs are admitted without examination to junior standing in all public universities and colleges in Missouri and many outside the state of Missouri. CC is an active member of the Missouri Community College Association and the American Association of Community Colleges.

#### **6. Assessment of Procedures to be used for Periodic Evaluation of the Center.**

Each year an assessment of the success of the Joplin Site will be conducted and will be comprised of enrollment, retention and graduation rates (if applicable) as well as a thorough examination of revenues and expenses. The Joplin Site will be treated as a self-sustaining site within the operational and strategic planning framework of CC as plans are developed and assessed annually. The evaluation and assessment of the Joplin Site is a collaborative effort by the Director; the Vice President of Finance; the Vice President of Academic Affairs; the Vice President of Student Affairs, and the President. In addition, the Director will work closely with the ATTC's Director in planning and evaluating the needs and success of the Joplin Site.

#### **Student Enrollment Projections at the End of Three (3) Years.**

CC is not limited in the number of students to be enrolled at the Joplin Site. Since we are utilizing space at the ATTC, the Director will work closely with the ATTC Director on the needs of the proposed site as well as the students' needs. CC is able to utilize classroom and lab space as needed for its afternoon and evening class offerings. The Director and the ATTC Director will have a very close relationship and we anticipate the ATTC Director being very responsive to our needs, quick to offer suggestions and provide solutions. The following chart actually sets

forth our projections through five (5) years instead of the suggested three (3) years due to our tactical and strategic planning for the proposed Joplin Site:

Course Code	Class Schedule	YR 1 PROJ	YR 2 PROJ	YR 3 PROJ**	YR 4 PROJ	YR 5 PROJ	Full Capacity	% LMI Participants
AMT	Will align with CC Schedule	45	50	55**	55	57	60	<p>For the year 2014-15, CC reported the following information to the Integrated Postsecondary Education Data System (IPEDS). This information is collected and reported on a yearly basis and is reported at the end of the fiscal year.</p> <p><b>Group 1 (All Undergraduates):</b>  Pell Grants: 53%  Federal Student Loans: 19%</p> <p><b>Group 2 (Full-time, first-time Undergraduates):</b>  Pell Grants: 61%  Federal Student Loans: 16%</p> <p><b>Group 3 (All other Undergraduates):</b>  Pell Grants: 52%  Federal Student Loans: 20%</p>
Welding – 9 month rotation	Morning Class – 36 Afternoon class – 36	72	82 + night class of 10	85**	88	90	90	
Drafting	Will align with CC Schedule	50	52	54**	55*	56	60	
CNS	Will align with CC Schedule	15	18	20**	20*	20	20	
<b>TOTALS</b>		<b>182</b>	<b>202</b>	<b>214</b>	<b>218</b>	<b>223</b>	<b>230</b>	

\*\*Starting in Year 3, student projections will increase in certain training programs due to the addition of the Crowder College Training and Development Solutions training programs being moved to this location. This increase is not reflected in these projections.

### Student Retention Projections.

CC takes student retention very seriously. CC, through cooperation with the SSC, has instituted the following programs to assist with student retention:

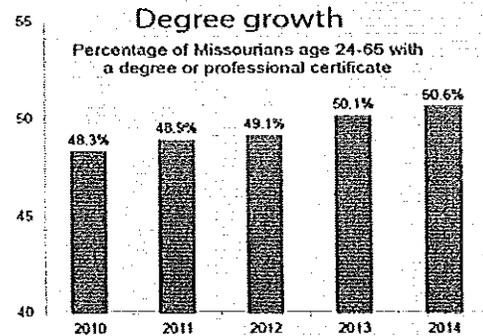
- Early Alert Faculty Referral
- Early intervention at time of Compass testing
- Free tutoring for all students (in person and 24/7 online)
- Phone calls to students who are referred
- One-on-one meetings with students who are referred
- Mandatory Probation class for students on academic probation
- Mandatory developmental class for students testing completely developmental

Phone calls, interventions and tutoring are the most effective tools in student retention efforts. Although not all of these programs fall directly under the SSC, the SSC assists with matters like putting holds on accounts and monitoring academic progress.

Retention projections for the Joplin Site will be a “*work in progress.*” If a student enrolls at the Joplin Site and intends to complete a degree and/or certificate other than in the proposed training program courses, he/she may continue taking classes at the main (Neosho) campus, Nevada, Webb City and/or Cassville sites, depending on what degree is being sought or students can also

complete their course work online. We anticipate the target population for the Joplin Site will be seeking advanced training and certificates in the program area offerings.

As discussed in the November 2015 issue of *Inside Missouri Higher Education*, research shows that approximately 60% of the jobs in our state will require a post-secondary credential by 2018.<sup>11</sup> The article further says the percentage of adults with a certificate or degree has been inching higher every year since 2010. In 2014, 50.6% of adults aged 24-65 has earned a certificate or a degree. The chart to the right sets forth the growth from 2010 to 2014.<sup>12</sup>



Dr. Dennis Jones, president of the National Center for Higher Education Management Systems, spoke in June 2015 at a public hearing for the development of a coordinated plan for Missouri's higher education system. Mr. Jones said "Missouri will need to improve its high school graduation rate and increase college participation. More adults, including veterans, will need to enroll in degree or certificate programs."<sup>13</sup> If approved, CC's Joplin Site will provide the training to help meet the need as outlined in this article.

## 7. Conclusion.

As with other CC campuses, the Joplin Site will provide high value and high quality educational opportunities to both traditional and non-traditional students. Students living close to the Joplin Site will find the location attractive allowing them to save valuable time and transportation costs driving to the main (Neosho) campus for the proposed training courses. The cost savings associated with their educational achievement will potentially create an increase in the disposable income of the community members served at the Joplin Site. In addition, approval of the Joplin Site will provide a positive and much needed injection of additional funds into the local economy, not to mention the economic development of the area.

The Joplin Site's accessibility is fully aligned with the CC's goals as well as those of the State of Missouri, and the nation for that matter. The Joplin Site is a natural progression from providing courses at area high schools in CC's service area. When combined with the increased economic benefits to its local communities, it is both appropriate and essential to increase the post-secondary educational presence in this area.

CC views the Joplin Site as one of high potential with excellent prospects of sustainability. The Joplin Site has been very well received by the community and has received very good publicity. Employers in the area are enthusiastic and very supportive of the training to be offered at the Joplin Site, further solidifying the communities' commitment to the Joplin Site.

<sup>11</sup> <http://dhe.mo.gov/insidemohighered/documents/November2015.pdf>, Page 7, November 19, 2015

<sup>12</sup> Ibid, Page 7.

<sup>13</sup> Ibid, Page 8.

ATTACHMENTS

Letter of Support from the Joplin Area Chamber of Commerce  
Letter of Support from the City of Joplin  
Letter of Support from the Workforce Investment Board of Southwest Missouri  
Letter of Support from Modine Manufacturing Co.  
Letter of Support from Crowder College Foundation

JOPLIN AREA  
CHAMBER of COMMERCE



November 30, 2015

To Whom It May Concern:

We are extremely honored to assist Crowder College whenever the opportunity presents itself, especially in the education and training of citizens in Joplin and our surrounding Southwest Missouri communities. The Joplin Area Chamber of Commerce and its affiliated Foundation are very supportive of, and committed to, this effort and pleased to be working with Crowder College in our local community.

Having a more skilled workforce is critical for our community's success. Our area's residents benefit by having the opportunity to train into higher quality jobs with better pay and benefits. We know our businesses benefit from this education and training with a more skilled, higher quality workforce. By Crowder College having the ability to add additional classes and training, it will make the workforce even stronger in Southwest Missouri and allow current businesses to expand and new businesses to locate in this area.

Our organization is currently working with, and will continue to work with, Crowder College as it establishes an additional site in Joplin. We are available to offer advice and provide resources to support this endeavor.

Please consider this letter as a testament of our support for Crowder College offering quality training and degree programs in our region.

Sincerely,

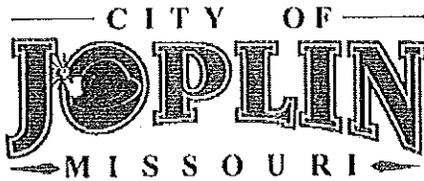
Rob O'Brian, CEcD  
President

320 E. 4TH STREET  
JOPLIN, MO 64801

(417) 624-4150  
info@joplincc.com



WWW.JOPLINCC.COM



City Manager's Office  
602 S. Main Street  
Joplin, MO 64801  
(417) 624-0820 ext. 200  
(417) 625-4707 (Fax)

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Sincerely,

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Samuel L. Anselm  
City Manager



November 10, 2015

Dr. Jennifer Methvin, President  
Crowder College  
601 Laclede  
Neosho, MO 64850

Dear President Methvin:

The Workforce Investment Board of Southwest Missouri, and its network of American Job Centers in Joplin, Neosho, and Monett, are committed to eradicating poverty through effective and dynamic employment and training solutions. We applaud the efforts of Crowder College to expand short-term training programs geared toward industry recognized credentials and high-impact career pathways. The Advanced Training and Technology Center concept would enable Crowder College to offer in-demand skill solutions in Joplin's downtown core.

In addition to full endorsement of the concept, the WIB is committed to in-kind support for all campus locations. We pledge to jointly serve these students and support Crowder's outcomes through information dissemination to staff and students, student referrals, use of job center or WIB facilities for meetings, technical assistance and support (including data collection assistance, as permissible), volunteer speakers, scholarship assistance for WIA/WIOA-eligible participants, and testing/credentialing of Crowder students (age 18 and over) for the National Career Readiness Certificate.

Best regards,

Jasen Jones, Executive Director  
jjones@jomowib.com  
Workforce Investment Board of Southwest Missouri  
P.O. Box 1706 Joplin, MO 64802-1706  
Phone: 417-206-1717 Ext. 106  
Fax: 417-206-0022



*Modine Manufacturing Company*  
3300 West 7<sup>th</sup> Street  
Joplin, Missouri 64801-3499  
Tel. 417.781.9500  
Fax 417.781.9783

November 24, 2015

Attn: Missouri Department of Higher Education

Modine-Joplin has been a part of this community for almost 38 years. For many of those years, we have worked closely with the faculty and staff at Crowder College in regards to a variety of training opportunities for our employees. We currently utilize their Advanced Manufacturing program to enhance the electrical skills of our current maintenance staff.

To that end, we are very excited about the opportunity for Crowder College to bring that program to Joplin. It would reduce our travel expenses and allow for more flexibility in sending others to that type of a program. We fully support the efforts of the Joplin Chamber, the City of Joplin, and Crowder College in establishing the Advanced Training and Technology Center in downtown Joplin – only five short miles from our manufacturing plant.

We have, for many years, been involved in an advisory capacity to the technological programs at Crowder College and will continue to do so should the new training center come to fruition.

If you need any further information, please contact me at (417) 781-9500 x 3109.

Sincerely,

A handwritten signature in black ink that reads "Lori Scott Dreiling". The signature is written in a cursive, flowing style.

Lori Scott Dreiling  
Human Resources Manager  
[l.s.dreiling@na.modine.com](mailto:l.s.dreiling@na.modine.com)



CROWDER COLLEGE  
FOUNDATION  
— EST. 1965 —

November 30, 2015

To Whom It May Concern:

The Crowder College Foundation strongly supports Crowder College's request for an off-site center to be located at the Advanced Training and Technology Center located at 420 South Grand Avenue, in Joplin, Missouri. This Advanced Training and Technology Center will promote Crowder College's mission in providing quality, affordable education to its nine-county service area in the most basic of all means - **accessibility**.

The Crowder College Foundation, Inc. was established in 1965 as a not-for-profit, tax exempt organization that receives and administers contributions solely for the support of Crowder College and its students. It is governed by a volunteer Board of Directors and all gifts made to it are tax deductible. The funds it receives are kept in account outside of the Crowder College budget and are audited annually by an outside agency. Last year, the Foundation funded \$225,000 in student scholarships.

As Crowder College has established other off-site-centers, the Foundation has utilized its resources and leveraged other resources to ensure the centers were equipped with fully functioning computer and science laboratories, student resources, and other teaching/learning resources. The students attending these centers received Foundation scholarships in a proportion equivalent or exceeding those on the main campus.

The Foundation will continue the same level of support with these new off-site centers to ensure the successful implementation and service delivery. The Foundation understands Crowder College is fully committed to the educational and training needs of each of the communities in which it serves and the individual needs of each of its students. **The Crowder College Foundation pledges its full support and commitment to the new Advanced Training and Technology Center and to the students who will attend.**

Sincerely,

Jim Armstrong, President  
Crowder College Foundation

Cynthia Branscum, Secretary  
Crowder College Foundation

# JOPLIN AREA CHAMBER of COMMERCE



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President

320 E. 4TH STREET  
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info@joplincc.com

ACCREDITED  
★ ★ ★ ★ ★

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Lori Scott Dreiling  
Human Resources Manager  
[l.s.dreiling@na.modine.com](mailto:l.s.dreiling@na.modine.com)



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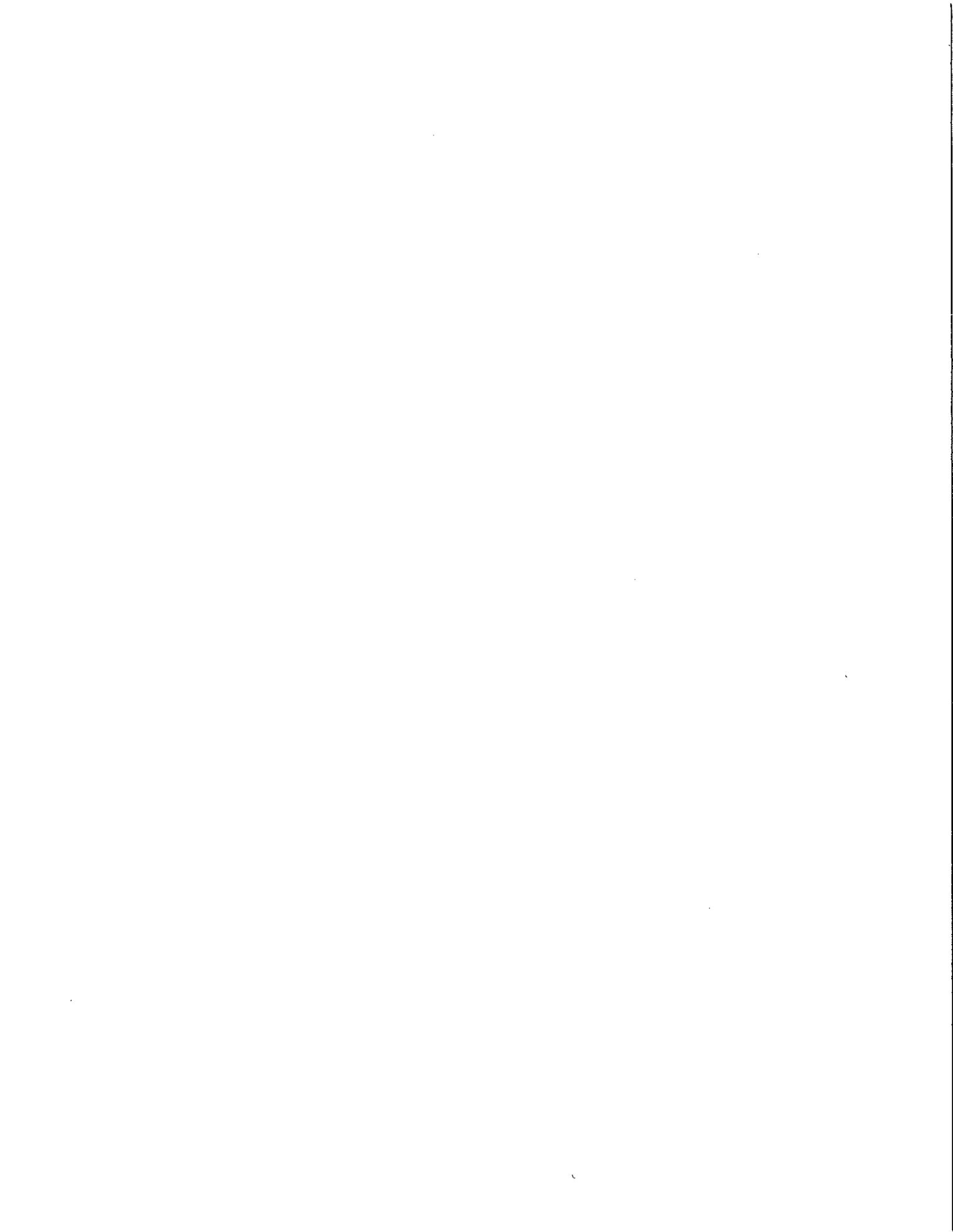
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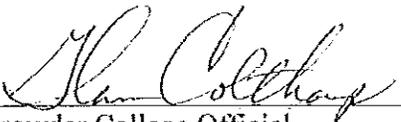
Jim Armstrong, President  
Crowder College Foundation

Cynthia Branscum, Secretary  
Crowder College Foundation



**Agreement between Crowder College and Missouri Southern State University associated with the Advanced Training and Technology Center, Joplin Missouri**

Crowder College will only deliver lower division technical programs at the Advanced Training and Technology Center located in Joplin, Missouri. General Education courses will not be offered at the Advanced Training and Technology Center. Crowder will partner with Missouri Southern State University to deliver General Education courses and Upper Division coursework at the Advanced Training and Technology Center as needed.

  
\_\_\_\_\_  
Crowder College Official

VPAA  
\_\_\_\_\_  
Position

2-8-16  
\_\_\_\_\_  
Date

  
\_\_\_\_\_  
Missouri Southern State University Official

PROVOST / VPAA  
\_\_\_\_\_  
Position

2-4-2016  
\_\_\_\_\_  
Date