

Crowder College – McDonald County (Pineville)

Off-Site Center Proposal

Delivery Site:
194 College Road
Pineville, MO 64856

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

Cooperative Partners:

McDonald County Chamber of Commerce
McDonald County R-1 School District

Authorization:

Alan D. Marble, Ph.D., President



Contact Information:

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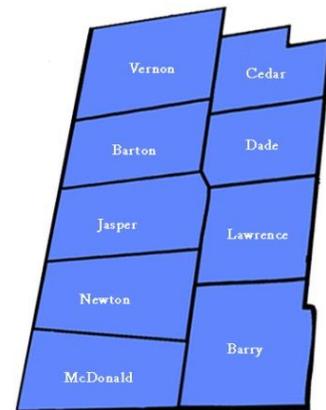
Attachments:

Letter of Support from the McDonald County Chamber of Commerce
Letter of Support from the McDonald County R-1 School District
Letter of Support from The Cornerstone Bank
Letter of Support from Arvest Bank
Letter of Support from Simmons Prepared Foods, Inc.
Letter of Support from Crowder College Foundation

Proposal for Establishing a Residence Center in McDonald County (Pineville)
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.

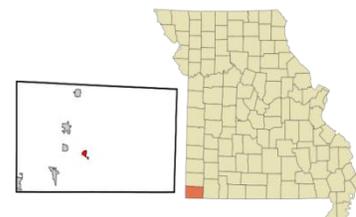


**CC 9 County
Service Region**

Approximately 5,590 students enrolled at CC in fall 2012. CC offers Associate of Arts (General Studies), Associate of Science and Associate of Applied Science degrees, in addition to many Certificate programs. Over 200 students live on campus. CC has one of the highest graduation rates among community colleges in nine of the past ten years.

CC is seeking approval of the Missouri Department of Higher Education (“MDHE”) to establish a residence center in McDonald County at 194 College Road (the “McDonald County Site”) in Pineville, which is located in McDonald County. CC broke ground on the new site in April 2013, and it is anticipated construction will be done and classes will begin in the spring of 2014. Currently through a partnership with the McDonald County R-1 School District, CC is offering classes at the High School, utilizing their classroom and lab space until the construction is complete. It is CC’s intent for the McDonald County Site to be utilized as an approved site, offering an Associate of Arts Degree [General Studies] (“AA”), an Associate of Science in Nursing Degree (“Nursing”), and Allied Health/Certified Nurse’s Assistant certificate program (“CNA”). The AA and the CNA programs are offered at the main (Neosho) campus and all other approved sites. The AA program is available both traditionally at various CC sites and online. The Nursing program is currently offered at the main (Neosho) campus, Cassville, Nevada and the proposed McDonald County Site. Once the McDonald County Site is approved, CC plans to offer the classes for the Nursing program. Utilization of facilities at the McDonald County Site will provide additional classrooms and computer labs for expanding the AA, Allied Health/CNA and Nursing courses to other areas. Less than fifty percent (<50%) of any program will be offered at the McDonald County Site without prior approval by the MDHE and the Coordinating Board of Higher Education.

Located in Pineville, McDonald County, the McDonald County Site is situated within CC’s taxing districts of Newton and McDonald Counties. CC receives financial support for the McDonald County Site by collecting local taxes in its taxing



districts. Funding for the construction of the new McDonald County Site was made possible from several sources, i.e., generous donations of several McDonald County residents, the Crowder College Foundation as well as individual donations. Currently, operational and financial support for the McDonald County Site is provided by CC's main institution (Neosho) with the assistance of grant funds. In October of 2011, CC received a Department of Labor consortium grant (MOHealthWINS Consortium); the sole purpose of which is enable CC to offer Nursing degrees and CNA classes in McDonald County. In August of 2012, CC received a grant from the Missouri Foundation for Health. The funds from this grant were utilized entirely at the McDonald County Site to purchase computers, printers and small equipment/supplies for the nursing program/skills lab. It is CC's goal for the McDonald County Site to be fully self-sustainable, with its budget comprised of personnel costs and utilities, and sustained through revenue generated by student enrollment. The operating budget for the McDonald County Site will be prepared by 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.

CC has posted another semester of increased enrollment numbers for the spring 2013 semester. Total enrollment for this spring reached 4,976 students, an increase of 5.33% over this time last year. Credit hours also posted an increase of 3.86% over last spring with a total of 46,643. The McDonald County 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.

CC prides itself in providing quality services, and 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 McDonald County Site.

As previously mentioned, courses and programs to be offered at the McDonald County Site will consist of the AA, Nursing, developmental education and the Allied Health/CNA program, all of which will serve both traditional and non-traditional students. All of the CC locations, including the main (Neosho) campus, offer general studies courses with the mode of delivery consisting of the traditional classroom, flex and online instruction. The Allied Health/CNA program is also offered at the main (Neosho) campus as well as Webb City and Cassville, all with the same mode of course delivery.

Since 1988, CC has offered an Associate Degree in Nursing, which is offered at three of our four campuses (Neosho, Nevada and Cassville). As of March 2013, there have been 1,036 graduates

with an average NCLEX pass rate of 92% complete CC's Nursing program. Most graduates are employed by area healthcare agencies prior to graduation, many continue their education to bachelor and master degree programs and some return to CC as instructors later in their careers. CC is poised and ready to expand the Nursing program to the McDonald County Site as well as being in the process of completing the National League of Nursing accreditation. Our 13 full-time and 15 part-time instructional staff and 4 full-time support staff along with the solid support of our extensive healthcare programs and community partners ensure our experience and qualifications to meet CC's goals for approval of the McDonald County Site approval.

McDonald County is a significantly medically under-served community where its residents frequently have to travel long distances (which is time consuming) to see healthcare professionals. When services are offered in the area, often times the professionals are from outside McDonald County, leading to miscommunication, lack of empathy, and/or issues of mistrust for the patients resulting in social barriers to healthcare services. CC, through the McDonald County Site, will help McDonald County educate and retain their own medical professionals and build a healthcare community accessible by all residents.

Obviously McDonald County is a prime target community for CC and we anticipate the majority of students entering the AA, Nursing and/or Allied Health/CNA programs will be from McDonald and Newton Counties. More importantly, CC anticipates that most of the graduates from the McDonald County Site will remain in the southwest Missouri area.

Student Enrollment and Demand. CC's overall fall 2012 enrollment reflected 5,590 students of which 120 (or 2.1%) of the students had a McDonald County address and were taking classes at a locations in McDonald County (either the McDonald County High School in Anderson or CNA classes (through MOHealthWINS) offered in Pineville). CC began to "test the waters" in the fall of 2009 to see what kind of response and if there was a need in the area to open a CC residence site (the McDonald County Site).

	Fall 2009 – 59	
	Spring 2010 – 63	
<i>McDonald County Unduplicated Headcount by Semester</i>	Fall 2010 – 88	<i>Total Unduplicated Students for Site 512</i>
	Spring 2011 – 98	
	Fall 2011 – 106	
	Spring 2012 – 80	
	Fall 2012 – 170	
	Spring 2013 - 138	

As shown in the table at the left, enrollment records kept by CC, clearly indicates the headcount almost tripled from the fall of 2009 to the spring of 2013. Enrollment for CC's spring 2013 semester had 4,976 students of which 193 had a McDonald County address or 3.9%.

The number of CC credit hours offered at the McDonald County Site for the same time period shows an increase of 24.3%. CC anticipates the number of credit hours will continue to rise as more students enroll at the McDonald County Site.

	Fall 2009 – 204	
	Spring 2010 – 253	
<i>McDonald County Credit Hours by Semester</i>	Fall 2010 – 391	<i>Total Credit Hours for the Site 3,903</i>
	Spring 2011 – 420	
	Fall 2011 – 491	
	Spring 2012 – 370	
	Fall 2012 – 940	
	Spring 2013 - 840	

Demographics of the McDonald County Site. Pineville is the county seat of McDonald County, and is located within a mostly rural area. Based on data obtained from the 2010 Census¹, the population of McDonald County was 23,083 and included the following demographics:

	McDonald County	Missouri
Population	23,083	5,988,927
Median Age	36.5	37.9
# < 5 yrs	7.1%	6.4%
# <18 yrs	27.6%	23.5%
#> 65 yrs	13.1%	14.2%
HS graduate or higher (25+ yrs)	76.5%	86.8%
BS Degree or higher (25+ yrs)	9.7%	25.4%

Unemployment rates in rural Missouri areas are often unreliable. For example, Missouri reports the McDonald County rate at 4.9%, however the area's closest state employment office is more than an hour's drive away. Many unemployed individuals lack reliable transportation and fail to report due to the hardship.

Unemployment Rate – December 2012	
Location	Unemployment Rate
McDonald County ²	4.9%
State of Missouri ³	6.5%
United States ⁴	7.8%

The unemployment rate in McDonald County has ranged from a high of 10.06% in March 2009 a low of 4.9% in December 2012.⁵ True, the unemployment rate in the area is currently less than the national rate of unemployment, but when compared to the U.S. *natural* unemployment rate of 7.87%⁶, the numbers still reflect an area that has not fully bounced back from the economic downturn that began in late 2008. At that time, heavy layoffs and plant closings hit the CC taxing district hard, increasing unemployment numbers. Sunbeam, Tyson Foods, and La-Z-Boy, once employed a combined 3,500+ workers. Now, only La-Z-Boy remains and with a reduced workforce.

The table below represents the population of Pineville by occupation as compared to the United States⁷:

OCCUPATION	Pineville	United States
Management, Business and Financial Operations	17.53%	14.04%
Professional and Related Occupations	7.76%	20.61%

¹ 2010 Census, <http://quickfacts.census.gov>, January 16, 2013

² <http://www.labor.mo.gov>, March 20, 2013

³ U.S. Bureau of Labor Statistics, <http://www.bls.gov/news.release/pdf/laus.pdf>, February 26, 2013

⁴ U.S. Bureau of Labor Statistics, <http://data.bls.gov/timeseries/LNS14000000>, February 26, 2013

⁵ <http://www.labor.mo.gov>, March 20, 2013

⁶ <http://www.businessinsider.com/the-natural-rate-of-unemployment-in-2013-2013-2>, February 26, 2013

⁷ <http://www.bestplaces.net/economy/city/missouri/pineville>, March 18, 2013

OCCUPATION	Pineville	United States
Service	12.93%	14.45%
Sales and Office	26.15%	26.75%
Farming, Fishing and Forestry	2.87%	0.70%
Construction, Extraction and Maintenance	11.21%	9.42%
Production, Transportation and Material Moving	21.84%	14.05%

Industries providing employment in the McDonald County area are made up of: (i) manufacturing (26.7%); (ii) retail trade (16%); (iii) educational, health and social services (10.9%), and (iv) agriculture, forestry, fishing and hunting, and mining (10.1%). Typical workers in McDonald County are generally (i) private wage or salary (77%); (ii) government (8%); (iii) self-employed, not incorporated (13%); and (iv) unpaid family work (1%).⁸

McDonald County is home to a large number of poultry producing farms which feed production operations such as Tyson’s and Simmons, which are located in Noel and Southwest City, Missouri. The racial makeup of Noel is 56.6% White, 5.0% African American, 2.4% Native American, 0.1% Asians, 2.9% Pacific Islander, 29.4% from other races, and 3.5% from two or more races. Hispanic or Latino any race were 49.7% of the population.⁹ The racial makeup of Southwest City is 57.5% White, 0.1% African American, 3.7% Native American, 0.1% Asian, 1.6% Pacific Islander, 33.3% from other races, and 3.6% from two or more races. Hispanic or Latino of any race was 50.8% of the population.¹⁰ Clearly, the McDonald County Site will provide an opportunity for future students of several different racial populations the chance to attend college for the very first time, not to mention first generation students of McDonald County families.

The median income for a household in McDonald County was \$37,701 as compared to \$47,202 for the State of Missouri. Approximately 17.5% of the McDonald County population was below the poverty level as compared to 14.3% in the State of Missouri.¹¹ Further, many children in the McDonald County area are enrolled in a free/reduced lunch program as reflected in Trend Data¹² from 2011 Missouri Kids Count:

Percent of students enrolled in free/reduced lunch 2006/2010	MO	Trend Data	
		Base Year	Current Year
	MO	40.7	46.8
	McDonald Co.	62.6	67.4

Many factors have led to CC’s desire to open the McDonald County Site (i.e., unemployment rates, poverty levels, educational attainment, and the types of industry) and influenced its

⁸ http://www.city-data.com/county/McDonald_County-MO.html, March 18, 2013

⁹ "American FactFinder". United States Census Bureau, <http://factfinder2.census.gov/faces/nav/jsf/pages/index.xhtml>, March 20, 2013

¹⁰ "American FactFinder". United States Census Bureau, <http://factfinder2.census.gov/faces/nav/jsf/pages/index.xhtml>, March 20, 2013

¹¹ <http://quickfacts.census.gov>, January 16, 2013

¹² http://medc2.missouri.edu/pub/webrepts/kidscnt/outcomes_facts/290119.html, March 20, 2013

decision to apply for a residence center. James B. Tatum, a life-long resident of McDonald County, is one of the founders of CC and is still actively serving as a member of the Board of Trustees. As a staunch support of CC, Mr. Tatum has made it a part of his life's mission to open a site in McDonald County, in order to make educational opportunities affordable and accessible to those that might not ever be able to attend college.

Not only is the McDonald County 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 taxing district counties as well as members of its 9-county service region. CC will be able to fulfill the changing needs and demands of a community that continues to seek industry growth and is in a constant need of economic development. By approving the McDonald County 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 McDonald County Site.

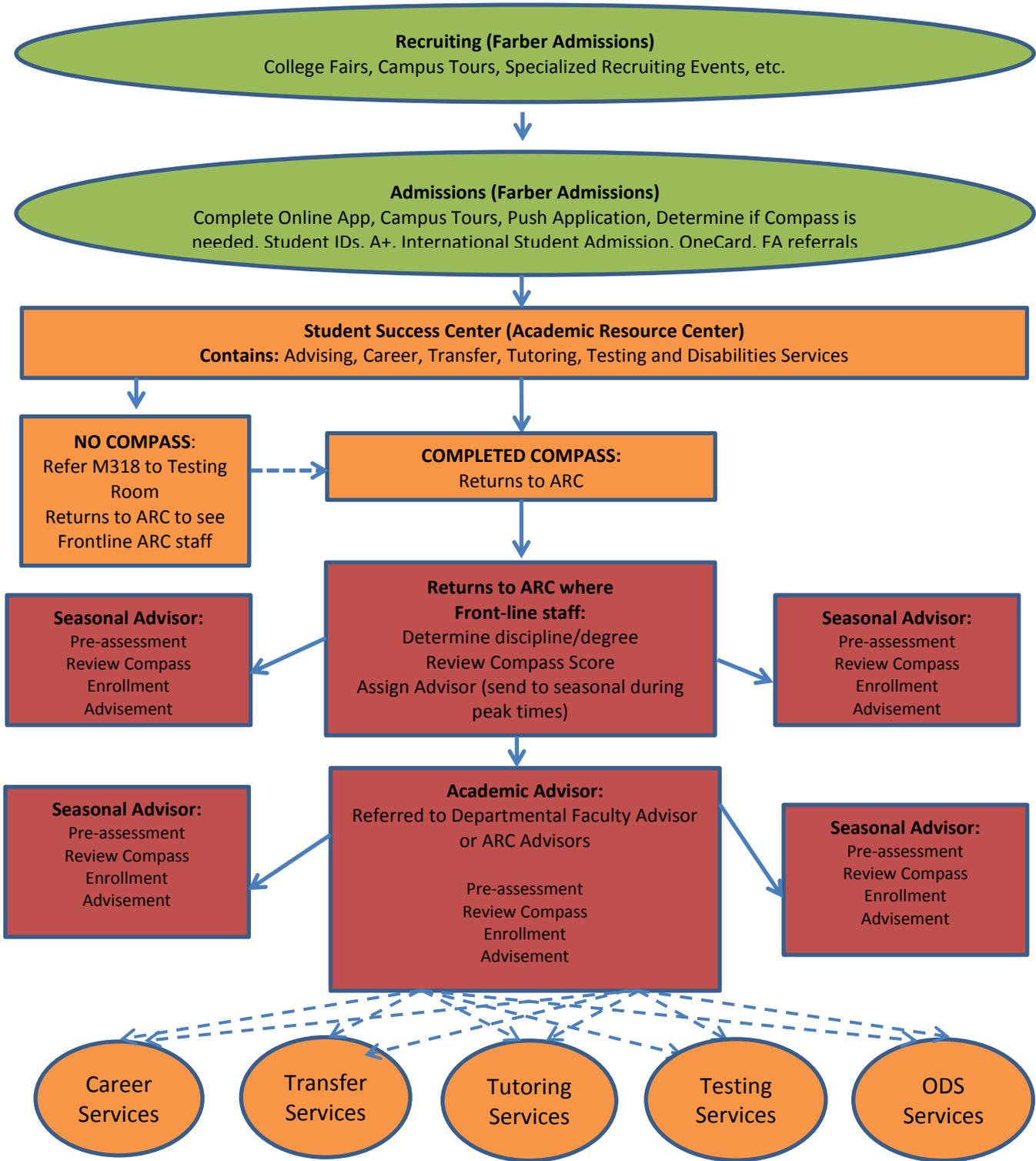
Initially, less than fifty percent (<50%) of any program will be offered at the McDonald County Site. It is anticipated that an AA, Nursing and Allied Health/CNA certificate programs will be offered in the future based on student demand. Currently, CC is working toward offering a full complement of programs by the fall of 2014 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 McDonald County 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 McDonald County Site have several options available to choose from. They may enroll (i) online at www.crowder.edu, (ii) in person at the main (Neosho) campus in the Admissions office or (iii) they can also enroll at the McDonald County Site with the assistance of the support staff there. Students applying for admission at the McDonald County 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.

CC is constantly reviewing and revising its student services and procedures to enhance the student's experience and success rate in college. The flow chart below is a working model of

how CC visualizes the recruiting and admissions process for each student. The model shown is intended to be implemented by the 2013 fall semester, if not before.



Courses. The McDonald County Site will provide classrooms and computer labs to be utilized by students taking AA, developmental education, Nursing and Allied Health/CNA classes. In the fall of 2012, CC began by offering the following courses in McDonald County, as either late afternoon or evening classes:

Course Code	Course Title	Credit Hours	Room
General Studies			
BIOL 101 01 MCD	Biology	5	MCHS
COLL 101 01 MCD	College Orientation	1	MCHS
ENGL 101 01 MCD	English Composition	3	MCHS
ENGL 102 01 MCD	Advanced English Composition	3	MCHS
MATH 111 01 MCD	College Algebra	3	MCHS
PE 113 01 MCD	Lifetime Fitness and Wellness	2	MCHS
PLSC 103 01 MCD	National, State, Local Government	3	MCBANK
PSYC 101 01 MCD	General Psychology	3	MCBANK
SPCH 101 01 MCD	Speech	3	MCHS
Allied Health/CNA Courses			
CNA 101 01 MCD	CNA Tech I	5	TBA
CNA 102 02 MCD	CNA Clinical Ex	2	TBA
Humanities Courses			
ASL 101 01 MCD	Beginning American Sign Language I	3	MCBANK
ASL 102 01 MCD	Beginning American Sign Language II	3	MCBANK
Nursing Courses			
ADN 163 01 MCD	Nursing Concepts I	3	
ADN 169 01 MCD	Nursing Interventions I	3	
ADN 175 01 MCD	Dosage Calculation I	1	TBA
*Developmental Education Classes (Do not fulfill degree requirements)			
*COMM 080 01 MCD	Introduction to Communication	2	MCHS
*LOC 040 01 MCD	Reading Enhancement	2	MCHS
*LOC 050 01 MCD	Reading Enhancement II	2	MCHS
*LOC 090 01 MCD	Reading Across the Curriculum	3	MCHS
*LOC 100 01 MCD	College Success	3	MCHS
*MATH 040 01 MCD	Arithmetic	2	MCHS
*MATH 050 01 MCD	Basic Algebra	3	MCHS

All of the above-listed classes are either AA, developmental education, Nursing or CNA courses. CC had 170 students enrolled, taking a total of 940 credit hours, averaging 18.1 credit hours per student for the fall 2012 semester. Of course, some students may have taken more than 18 hours and it is probable that some students may have taken less than 18 credit hours.

The following courses were offered in the spring of 2013 at the proposed McDonald County Site, including those required for Nursing, as either late afternoon or evening classes:

Course Code	Course Title	Credit Hours	Room
General Studies			
BIOL 101 01 MCD	Biology	5	MCHS
COLL 101 01 MCD	College Orientation	1	MCHS
ENGL 101 01 MCD	English Composition	3	MCHS
HIST 106 01 MCD	U S History I	3	MCBnk
MATH 111 01 MCD	College Algebra	3	MCHS
SOC 101 01 MCD	General Sociology	3	MCBnk
Allied Health/CNA Courses			
CNA 101 02 MCD	CNA Tech I	5	TBA
Educational Courses			
EDUC 230 01 MCD	Educational Psychology	3	MCHS
Humanities Courses			
ASL 101 01 MCD	Beginning American Sign Language I	3	MCBnk
Nursing Courses			
ADN 170 01 MCD	Nursing Intervention II	4	TBA
ADN 172 01 MCD	Family Development	2	TBA
ADN 176 01 MCD	Dosage Calculation II	1	TBA
ADN 268 01 MCD	Pathophysiology	3	TBA
*Developmental Education Classes (Do not fulfill degree requirements)			
*COMM 080 01 MCD	Introduction to Communication	2	MCHS
*LOC 040 01 MCD	Reading Enhancement	2	MCHS
*LOC 050 01 MCD	Reading Enhancement II	2	MCHS
*LOC 090 01 MCD	Reading Across the Curriculum	3	MCHS
*LOC 100 01 MCD	College Success	3	MCHS
*MATH 040 01 MCD	Arithmetic	2	MCHS
*MATH 050 01 MCD	Basic Algebra	3	MCHS

It has been and continues to be a goal of CC to expand its Nursing program into the McDonald County Site and area. *Simply put “the area needs it, the residents want it.”* At a recent college fair held at the McDonald County High School, 75% of the high school juniors and seniors (even those with their parents) expressed an interest in the healthcare field. CC is ready and willing to provide those future college students with the services they have requested.

CC intends to expand the Allied Health/CNA program into the McDonald County Site. Through the MOHealthWINS Consortium Grant, tuition waivers are issued for new participants (up to 150 total) to take CNA and Nursing courses at McDonald County Site located in Pineville. The CNA certificate program will prepare students for growing employment opportunities for a CNA. The 16 hour certificate program is very fast paced teaching basic medical skills such as vital signs, personal care, feeding and restorative care skills and can be completed in one semester. The CNA program enables students to work in hospitals, clinics, nursing homes, and home health care. The CNA certificate offers excellent job opportunities as well as an average

wage of \$8-12 per hour, frequently with benefits and opportunity for advancement. Flexible hours and short term training also make this type of position very appealing. Expected growth in job demand for CNA's is 18% through 2016 for nursing aides, orderlies and attendants. This would equate to more than 260,000 jobs across the country.¹³

McDonald County Site Services. CC Vice Presidents are responsible for the McDonald County Site day-to-day operations, and the Campus Director will be responsible to the Vice President of Academic Affairs. There are two full-time instructors and one administrative assistant currently staffing the McDonald County Site on a daily basis. The instructors report to the Nursing Director and the administrative assistant works closely with the CC Vice President of Finance. The CC Vice President of Academic Affairs works closely with Division Chairs and the Director of Nursing to select and match the most qualified instructor for classes to be taught at the McDonald County Site. It is very important to the success of the McDonald County Site students that they develop and maintain close ties to the main (Neosho) campus. All of these services provided at the McDonald County Site are integral to the student's success at CC, no matter what location they choose to attend. In addition, special on-site tutors are available to assist the students as needed.

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 Academic Resource Center ("ARC") 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 ARC 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 the computer lab for all students.

Each semester the ARC hosts a transfer fair for students interested in transferring to local colleges and universities. The ARC 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 Student Services Office provides professionally trained personnel to help students with academic, social and/or personal problems. Student Services is not staffed to provide counseling or therapy on a regular basis, but will refer students to outside agencies if needed.

¹³ Bureau of Labor Statistics Occupational Outlook Handbook 2008-09 Edition

Library Services. The McDonald County 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 Lee 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 and the Student Services Office are 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 McDonald County 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. McDonald County 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 McDonald County Site. All of these services are designed to meet the individual needs of students attending CC.

Duplication. There is no other post-secondary presence in McDonald County providing two-year degree programs. Missouri Southern State University, a 4-year state funded university, located in Joplin, is approximately 41 miles from Pineville. Drury University, a private, liberal arts 4-year institution located in Springfield, has a campus location in Monett approximately 44 miles from Pineville and it is approximately 74 miles to the main Drury campus located in Springfield. Northwest Arkansas Community College is located in Bentonville, Arkansas which is approximately 21 miles from Pineville. Although this is a two-year community college like CC, it is economically more feasible for students to attend CC at the McDonald County Site which is literally in most of the county’s residents’ back door! Due to the proximity of these

other institutions to the McDonald County Site, approval of this site will not raise any question of duplication of services in the McDonald County area.

Collaboration. Letters of support from the McDonald County Chamber of Commerce, area businesses and the McDonald County R-1 School District exhibit the type of support, partnerships and collaboration necessary to make the McDonald County 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 McDonald County Site.

Currently the main (Neosho) campus is responsible for all expenses incurred at the McDonald County Site. The Vice President of Finance and the Associate Vice President of Academic Affairs will work together to prepare a budget for the McDonald County Site. The Vice President of Finance closely monitors and evaluates the expenses and revenues generated by the McDonald County Site. After the first year, the Vice President of Finance will have a better understanding of how the budget will need to be structured for the future. It is CC's goal that the McDonald County Site be totally self-sufficient - funded through tuition revenue, but CC is also acutely aware of the need to assist with funding this proposed site until it can achieve that status.

5. McDonald County Site Evaluation, Operations and Managerial Responsibilities.

Operations/Managerial Responsibilities. The Nursing Director, the Associate Vice President of Academic Affairs and the Division Chairs all work together to create the class and/or program schedule for the McDonald County Site. These administrators are responsible for overseeing buildings, planning events, assigning classrooms and seeing to the needs of the students enrolled at the McDonald County Site. These administrators also work closely with the McDonald County Site staff to plan and evaluate needs that may arise at the McDonald County Site.

Budget. The Vice President of Finance will create and submit a budget for the McDonald County 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 McDonald County Site will be the same for the faculty teaching at the main (Neosho) campus. Courses at the McDonald County Site will be taught by full time and part-time or adjunct faculty. Faculty for courses offered at the McDonald County Site will be chosen by the Vice President of Academic Affairs, Nursing Director and the applicable Division Chair. The Nursing Director will work with other site directors to plan

schedules, review policies and faculty training. It is mandatory for all McDonald County 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 McDonald County Site.

Each year an assessment of the success of the McDonald County 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 McDonald County 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 McDonald County Site is a collaborative effort by the Nursing Director, the Vice President of Finance, the Vice President of Academic Affairs, and the Vice President of Student Affairs. In addition, the Nursing Director works closely with the McDonald County Site staff on planning and evaluating the needs and success of the McDonald County Site.

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

Students	Year 1	Year 2	% Increase	Year 3	% Increase
Full Time	70	80	14.3%	90	12.5%
Part-Time	55	70	27.3%	85	21.4%
Total Enrollment	125	150	20%	175	16.7%

Student Retention Projections.

CC takes student retention very seriously. CC, through cooperation with the ARC, 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 ARC, the ARC assists with matters like putting holds on accounts and monitoring academic progress.

Retention projections for the McDonald County Site will be a “*work in progress.*” Currently, courses consisting of AA, developmental education, Nursing and Allied Health/CNA classes are offered at the McDonald County Site. If a student enrolls at the McDonald County Site and intends to complete a degree and/or certificate other than in AA, Nursing and/or Allied Health/CNA, 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.

7. Conclusion.

As with other CC campuses, the McDonald County Site will provide high value and high quality educational opportunities to both traditional and non-traditional students. Students living close to the McDonald County Site will find the location attractive, allowing them to save valuable time and transportation costs driving to the main (Neosho) campus for AA, developmental education, Nursing or Allied Health/CNA courses. The proximity of the McDonald County Site will also attract potential students from Northwest Arkansas and Northeast Oklahoma due to CC waiving out-of-state tuition. The cost savings associated with their educational achievement will potentially create an increase in the disposable income of the community members served at the McDonald County Site and surrounding areas. In addition, approval of the McDonald County Site will provide a positive and much needed injection of additional funds into the local economy, not to mention the economic development of Southwest Missouri.

For many years, CC has been planning to construct a new facility in McDonald County. After more than five years of saving, refinancing CC bonds and almost \$2 million in donations, this new facility will become a reality. “Over the last five years there have been stops, starts, slow down, hurry up, but it’s never been anything but the intent of the board to be here today,” Andy Wood, CC Board of Trustee President recently said. “This has been kind of a dream for some of us.”

Expected completion of the new site is scheduled for Spring 2014. The new site will be comprised of a 250,000 square foot facility constructed on 7.81 acres of land. The new McDonald County Site will be a two-story building, with eight classrooms, three labs and an upstairs community center that will seat approximately 250 people. The new building has been designed to be environmentally friendly, and qualify for silver LEED certification.

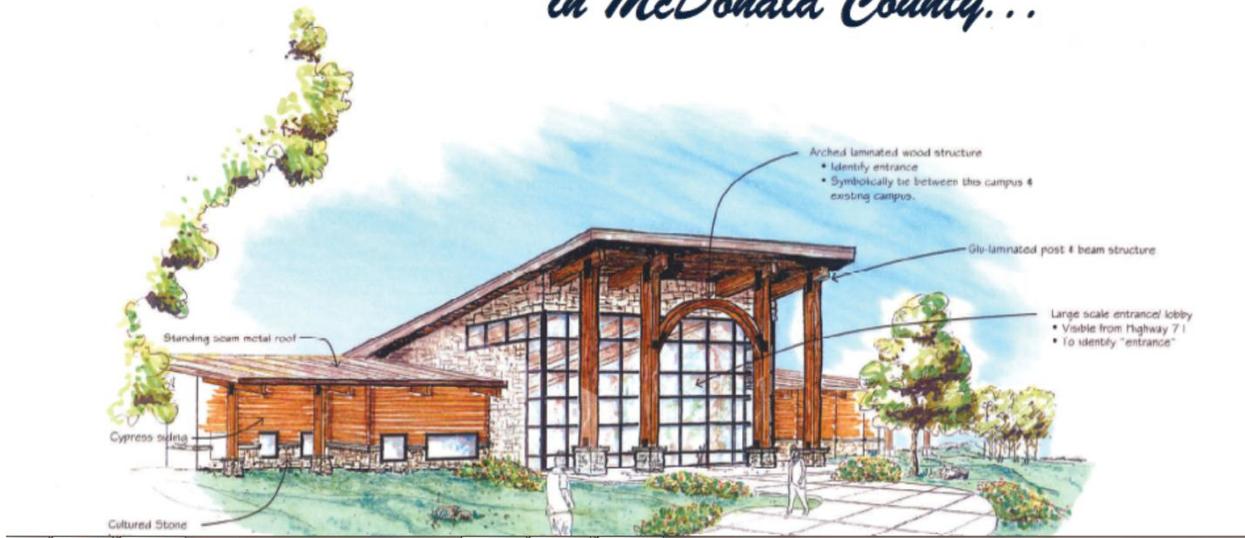
As can be seen from the drawing below¹⁴, the new McDonald County Site building will be unlike any in this area. With its arched front entrance, cedar siding, rooftop garden, and a

¹⁴ Drawing prepared by Pellham Phillips Architecture

community room that will accommodate 324 people, this state of the art facility is sure to be a growing asset to McDonald County and Southwest Missouri.

Crowder College

in McDonald County...



The McDonald County Site's accessibility is fully aligned with CC's goals as well as those of the State of Missouri, and the nation for that matter. The McDonald County 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 McDonald County Site as one of high potential with excellent prospects of sustainability. The McDonald County Site has been very well received by the community and has received very good publicity. McDonald County donors in the area have made significant contributions toward scholarships for their students, further solidifying the communities' commitment to the McDonald County Site.

ATTACHMENTS

Letter of Support from the McDonald County Chamber of Commerce

Letter of Support from the McDonald County R-1 School District

Letter of Support from The Cornerstone Bank

Letter of Support from Arvest Bank

Letter of Support from Simmons Prepared Foods, Inc.

Letter of Support from Crowder College Foundation

Established 2009

McDonald County

Chamber of Commerce

PO Box 593 • Pineville, Missouri • 64856 • 417-223-8888 • 417-223-8889 (fax)
info@mcdonaldcountychamber.org
"WORKING TOGETHER TO BUILD A BETTER COMMUNITY"

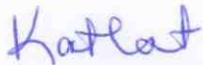
To Whom It May Concern:

The McDonald County Chamber of Commerce is very excited about the new local campus of Crowder College. This location will provide more opportunities to residents so they will no longer have to travel outside the county to further enhance their personal and professional skill sets.

Since the inception, Crowder College has achieved worldwide recognition and established itself as a leader in alternative energy, not to mention their excellent Nursing Program. The Chamber is in full support of a facility of this reputation for providing higher education opportunities in McDonald County.

The goal of the Chamber is to work together to build a better community. We embrace the opportunity of a local facility to provide higher education and additional opportunities to the residents of McDonald County.

Thank you,



Kathi Coates
Executive Director
McDonald County Chamber of Commerce



Dr. Mark Stanton
Superintendent of Schools
Dick Davis, Assistant Superintendent
Mary Littlefield, Assistant Superintendent



CDONALD COUNTY R-1 SCHOOL DISTRICT

10 Stampede Drive, Anderson, Missouri 64831 Phone (417) 845.3321 Facsimile (417) 845.6972

January 21, 2013

Pam Hudson
 Director of Development
 The Crowder College Foundation
 601 Laclede
 Neosho, Missouri 64850

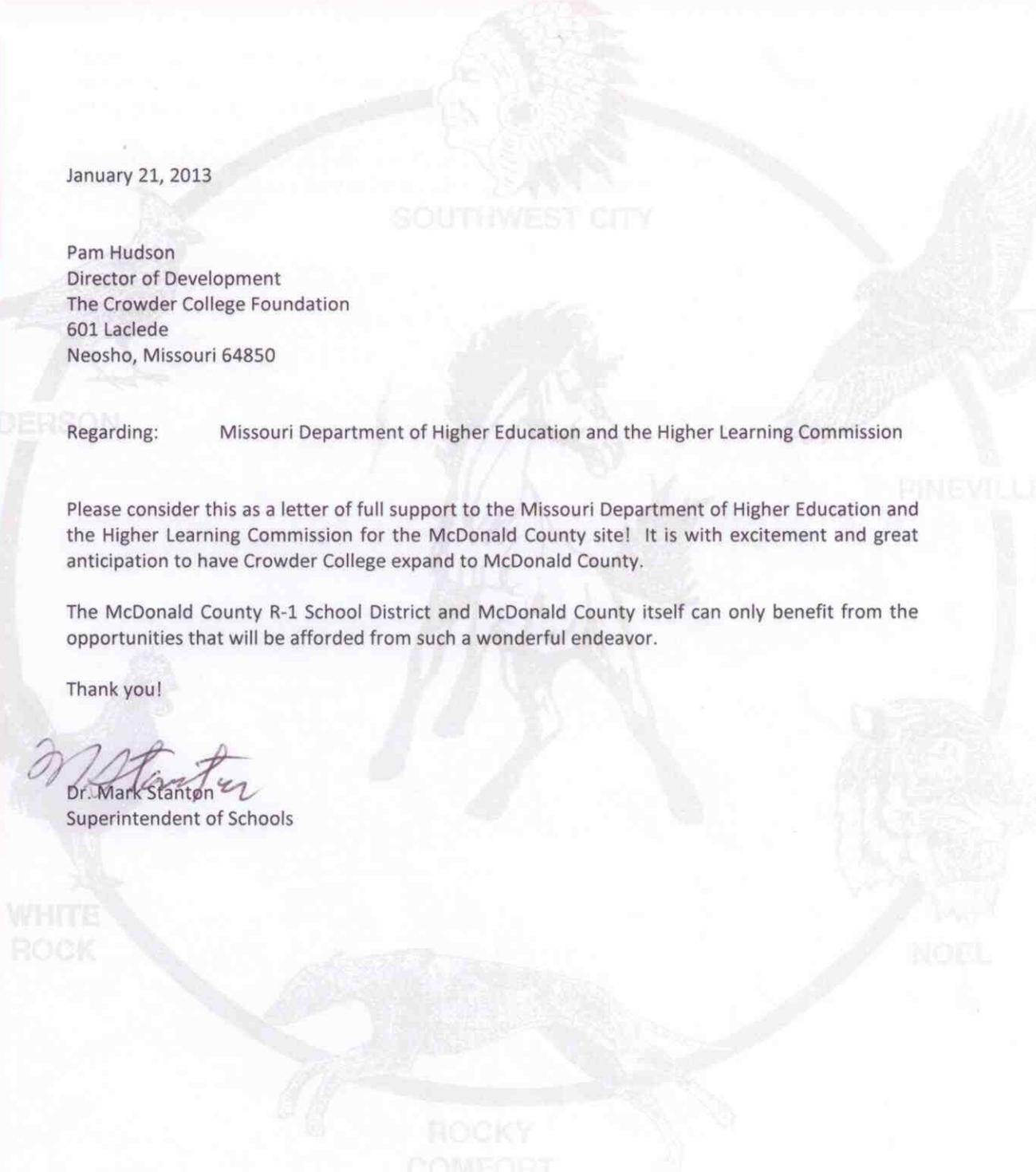
Regarding: Missouri Department of Higher Education and the Higher Learning Commission

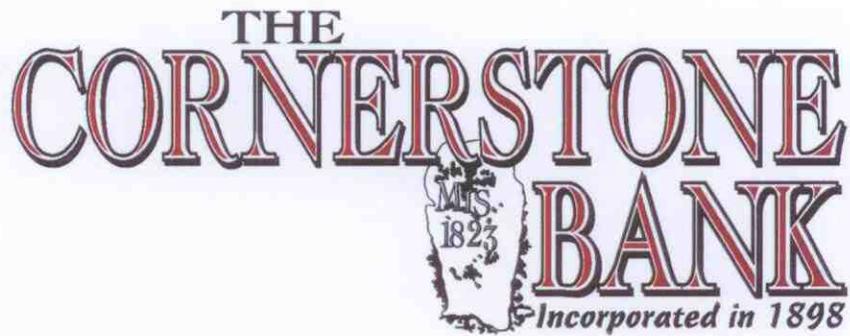
Please consider this as a letter of full support to the Missouri Department of Higher Education and the Higher Learning Commission for the McDonald County site! It is with excitement and great anticipation to have Crowder College expand to McDonald County.

The McDonald County R-1 School District and McDonald County itself can only benefit from the opportunities that will be afforded from such a wonderful endeavor.

Thank you!

Dr. Mark Stanton
 Superintendent of Schools





February 26, 2013

Missouri Department of Higher Education
205 Jefferson Street
PO Box 1469
Jefferson City, MO 65102-1469

The Higher Learning Commission
230 South LaSalle Street
Suite 7-500
Chicago, Illinois 60604-1411

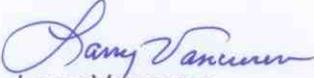
Ladies and Gentlemen,

This letter is being written to express support for the Crowder College campus site to be located in McDonald County, Missouri. It is difficult to imagine the tremendous benefit that this location can be for one of the most economically deprived areas of Missouri.

Just to put the level of educational attainment in perspective, Missouri ranks 34th among the states. Within the state of Missouri, McDonald County ranks 114th out of the 114 counties in the level of education attained. According to 2010 Census Data, only 11.95% of McDonald County residents have at least an Associate Degree.

We have supported and will continue to support anything that increases opportunities for residents of our community to increase their level of education, and we think the building of this campus location in our county is a big step toward achieving the long term educational needs of McDonald County.

Respectfully yours,


Larry Vancuren
President/CEO

The Cornerstone Bank
PO Box 78
Southwest City, MO 64863
417 762-3257



March 1st, 2013

To Whom It May Concern,

I think highly of having a McDonald County site for the Missouri Department of Higher Education and the Higher Learning Commission.

I am in full support of a center that provides higher education opportunities in McDonald County on an on-going basis. Education should always be a top priority. How better to show that to others and those that live in this community, than by having a center in our immediate community.

I appreciate your time and consideration for the McDonald County site for the Missouri Department of Higher Education and the Higher Learning Commission.

Sincerely,

A handwritten signature in blue ink, appearing to read "Richard Craig", written over a large, stylized flourish.

Richard Craig
President
Arvest McDonald County
417-845-3600



P.O. BOX 430
SILOAM SPRINGS, ARKANSAS 72761
TELEPHONE: 479/524-8151
FAX: 479/215-2772

March 20, 2013

Pam Hudson
Director of Development
Crowder College
601 Leclede
Neosho, MO 64850

Dear Pam,

McDonald County residents are looking forward to the new McDonald County Campus of Crowder College. The campus will have a significant positive economic impact for McDonald County and surrounding areas. The many higher educational and career opportunities available from Crowder College at the south McDonald county location will enable more potential students to have affordable access to Crowder. This will be a boost to the economy, and improve the lives of more people.

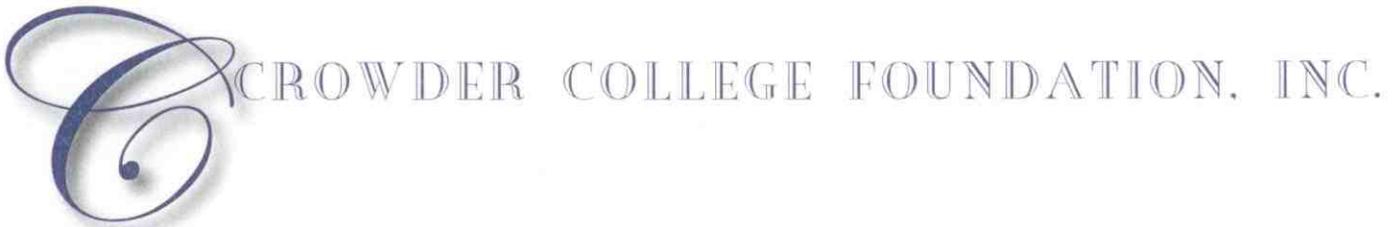
I am in firm support of the McDonald County campus and will continue to work to make Crowder College a leader in higher educational opportunities for McDonald County and Southwest Missouri.

Working for a firm that is a large employer in McDonald County, we see the benefits of having higher education opportunities available, which contributes to a skilled workforce in McDonald County.

A handwritten signature in cursive script that reads "Robert Stauber".

Robert Stauber
Supply Analyst
Simmons Prepared Foods, Inc.
601 N. Hico
Siloam Springs, AR 72764





March 18, 2013

To Whom It May Concern:

The Crowder College Foundation strongly supports the Crowder College request for off-site centers in

- Carthage
- Lamar
- McDonald County (Pineville)
- Monett
- Mt. Vernon

The Centers support the Crowder College mission in providing quality, affordable education to the 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 the 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 College budget and are audited annually by an outside agency. Last year, the Foundation funded \$288,000 in student scholarships.

As the 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 these new centers and to the students who attend.**

Sincerely,

A handwritten signature in blue ink that reads "Jim Armstrong".

Jim Armstrong
Crowder College Foundation President

A handwritten signature in blue ink that reads "Pam Hudson".

Pam Hudson
Crowder College Foundation Secretary