

Metropolitan Community College Proposal Bachelor of Applied Science in Respiratory Therapy Phase II

Metropolitan Community College (MCC) first proposed the Bachelor of Applied Science Degree Program in Respiratory Therapy in the fall of 2020. In Phase I of the proposal, evidence was provided which demonstrated the growing need for the program, the lack of providers in the local area, and how MCC could effectively deliver the program to meet that need successfully. Throughout the past year, MCC has further developed the proposal to address the guidelines set forth for the second phase of the approval process. Now that Phase I has been successfully completed, the College will demonstrate that it has met all the requirements identified for Phase II. This part of the MCC proposal has been formatted to identify and highlight the response for each of the Criteria in Form 5, the Comprehensive Review Checklist. Additional proposal information has been provided in the attachments of this document. The supplemental information includes the revised Phase I proposal (Attachment 8), the Comprehensive Review Documents (Attachment 9), and the Statutory Criteria Review (Attachment 10).

Criteria One: Provide a comprehensive cost/revenue analysis summarizing the actual costs of the program and information about how the institution intends to sustain the program.

Metropolitan Community College is a fiscally stable institution and has a long and rich history of successfully implementing vibrant programs for students. The College is fiscally responsible and adheres to all requirements for audits and for demonstrating financial stability. Metropolitan Community College is the oldest public institution of higher education in Kansas City, Missouri and was the first community college in the state. This long history demonstrates the stability of the district to persevere through various world events, local economic disruptions, enrollment variations, natural disasters, and most recently, a global pandemic.

Metropolitan Community College has made a financial commitment to support the Respiratory Care program if approved and has identified fiscal and other resources for successful implementation and ongoing operations. In a letter from the Chief Financial Officer of the District, the college commitment to the program is well documented. (Attachment 1). MCC was approved for a bond issuance in the amount of \$42,700,000. The bond was awarded to address the programmatic needs of the District and to enhance the existing infrastructure. The Certificate of Participation is provided in Attachment 2. A portion of these funds has been identified to assist Metropolitan Community College in the development of the Respiratory Care program. The District has also recently launched a \$40,000,000 campaign for student scholarships and for the development of student programs. To date, the foundation has reached over 50% of

the financial goal. The Kansas City area community and MCC alumni have long supported the College. MCC has, and continues to maintain, a balanced overall budget despite recent reductions in revenue sources. The projected tuition and fees generated from the program, the College contribution to the program, and the dedicated grant funding will be utilized for sustaining the program beyond year three. The program will be fully institutionalized by year four.

The proposed operational budget is identified in Table 1.0 below and was developed by comparing other Respiratory Care Program budgets across the nation as well as incorporating MCC tuition and fee information. The budget was also informed by the external review committee in Phase I of the process. As a result of the external review process, the original budget was adjusted to reflect the most accurate projections for expenses. For example, the equipment budget line item was increased for year one of the program to be more realistic with estimated initial equipment expenses. The equipment maintenance expense line item was also added in each of the following three years. The addition of a Full-Time Director of Clinical Education position to the original budget was included into the proposed budget.

Table 1.0: Proposed Budget for Respiratory Care Program

	Year One	Year Two	Year Three	Year Four
REVENUE:				
District Resident Fee	97,593	195,168	292,752	390,336
Program Lab Fee	9,600	19,200	28,800	38,400
MCC Financial Support	40,000	40,000	40,000	40,000
Grant and Enhancement Funds			23,000	23,000
Total Revenue	\$147,193	\$254,368	\$384,552	\$491,736
EXPENSES:				
Full-Time Director of Clinical Education	70,000	70,000	70,000	70,000
Full-Time Program Director	80,000	80,000	80,000	80,000
Full-Time Faculty		80,000	160,000	160,000
Part-Time Faculty	25,000	15,000	15,000	15,000
Part-time Staff	9,000	9,000	12,000	12,000
All Benefits	60,000	90,000	120,000	120,000
Supplies - Instructional	12,000	12,000	7,000	7,736
Equipment and Equipment Maintenance	200,000	52,000	15,000	15,000
Dues and Membership	3,000	3,000	3,000	3,000
Travel and Conventions	6,000	6,000	6,000	6,000
Mileage	3,000	3,000	3,000	3,000
Total Expenses	\$468,000	\$420,000	\$491,000	\$491,736
Revenue less Expenses:	(320,807)	(165,632)	(106,448)	-0-

A unique fiscal advantage that MCC has in this program proposal is access to an existing facility that is readily available. The entire fourth floor of the current MCC Health Sciences Institute (HSI) has been designated for health science program expansion and will serve as the proposed Respiratory Therapy program location. Because this facility currently houses several health science programs, it is a perfect match for the needs of this type of program and the required training equipment.

Although MCC has several health science programs in place at the College which already have basic equipment which can be shared with the new program, MCC will need to purchase specific Respiratory Care equipment and training supplies to implement the program. The College plans to hire a full-time faculty Director to develop initial detailed equipment purchases. The College will also utilize input from the Respiratory Therapy hospital partner experts to identify the most current and relevant training equipment needed for the program. The equipment expense projection in the budget was determined as a result of conversations with vendors, an examination of other respiratory care programs, the external review committee feedback, and input from local hospital partners. In addition to permanent purchases of equipment, the College also plans to rent certain pieces of equipment and instruments for specialized trainings. This will provide the most up-to-date training equipment, as well as to maximize relevant and cost-effective usage.

Necessary equipment purchases will include patient support items, training units, medical carts, ventilators and oxygen cylinders. As the program develops each year, the equipment needs will evolve, and the College has allowed for those predicted annual expenses within the budget. MCC is confident that the proposed initial equipment expense line item accurately represents the amount needed for the implementation of the program. The external review team and content experts have suggested that the identified expenses are appropriate estimations for the costs of equipment.

In addition to the equipment costs, the major expenses for the program are due to personnel costs. The estimated personnel expenses have been aligned with appropriate positions and the associated benefits at the College. These expenses are an accurate reflection of the estimated personnel costs for the program.

Criteria Two: Evidence there is sufficient student interest and capacity to support the program.

The need for a baccalaureate program for Respiratory Care Practitioners has grown significantly, both nationally and locally, and MCC is passionate about serving the local community by creating this opportunity to prepare students for a career in this field. In Phase I of the proposal, the regional and state demand for the program was clearly demonstrated. The College also demonstrated how this program is fully aligned with MCC's mission of "preparing students, serving communities, and creating opportunities."

In addition to the strong regional and state demand for Respiratory Care professionals, there is a vibrant local student interest in this program. In an eight-month review of MCC website visitors so far this year, 65% of the total searches by prospective students were for current MCC healthcare programs. This equates to 17,417 independent visits to the MCC website regarding our healthcare programs and would indicate a large amount of interest in those fields. A copy of the report is provided in Attachment 3. Because MCC does not currently have a Respiratory Care program, calculating specific student interest for this program is challenging; however, the huge amount of interest for healthcare programs in the website report would serve as solid evidence that local student interest exists. Another data source MCC utilized in this decision to pursue this degree program was the Customer Relationship Management (CRM) system at MCC which is called Radius. Radius is used to assess program interest from prospective students and the 2021 interest report indicated that 70 students selected Respiration Therapy Technician as their first choice. To further assess the local interest in Respiratory Care specifically, MCC polled current students who were taking an introductory healthcare course about the potential program. Seventy-two percent of the students polled indicated they would be interested in such a program.

Another factor that would drive student interest is that the Respiratory Care program will be uniquely attractive to MCC students due to the baccalaureate credential. This value was substantiated during some recent student interviews related to the student experience at the College. Several of the health science students who were interviewed stated that they would be extremely interested in a Respiratory Care baccalaureate degree if one were offered at MCC. Many students indicated that this Bachelor's degree at MCC would be highly desirable. In addition to our current student interest, local hospitals have committed to helping us promote the program as they have a local need to fill entry level positions in this field.

Lastly, MCC has had many conversations with area K-12 partners who have expressed enthusiastic interest in the proposed program. These partners currently allow MCC to regularly provide program information to their students and parents, and have indicated that there would be a high level of interest in Respiratory Care. An example of this type of support is illustrated in the letter from the Summit Technology Academy located at the Missouri Innovations Campus (MIC). This letter is provided in Attachment 4. The MIC provides accelerated pathways to high school students for transfer to Metropolitan Community College. This type of supportive partnership will provide another avenue for student enrollment in the Respiratory Care program.

In summary, based on the data from the website report, the recent polling results, the individual student testimonials, the Radius report, and the support from K-12 and community partners, there will be sufficient enrollment to fill the 24 spaces each year in the program. MCC plans to assess the program enrollment demand closely and will prepare for expansion if the student demand would indicate that need.

Criteria Three: Evidence of Sufficient Capacity for Students to Participate in Clinical or Other Learning Opportunities.

MCC is uniquely positioned to meet the workforce demands and offer this opportunity for students successfully. The proposed baccalaureate program at MCC will build upon existing relationships with area medical providers to provide clinical opportunities for students. Additionally, these rich relationships with our medical partners will provide MCC students with opportunities to attend professional seminars taught by practicing Respiratory Therapists. Our medical partners can provide equipment and supplies to the program and will be important resources for faculty referrals to the program.

Healthcare organizations continually ask community colleges to help develop a pipeline of skilled workers and MCC is ready to support this effort. There are many medical organizations who have expressed a willingness to support MCC in implementing the program and in providing clinical experiences for the students. Letters of support from current medical partners are provided in Attachment 5. While these letters clearly indicate the level of support that is available for MCC student clinicals, it is important to point out that MCC currently has 95 active clinical locations for the existing MCC healthcare programs. The College partners with eight hospital systems for nursing clinicals and 5 long term care centers. There are also 15 community health partnerships for clinical experiences as well. These relationships demonstrate the existing capacity for MCC to provide extensive clinical and other learning opportunities for students in the Respiratory Care program. Additional clinical sites are routinely approved by the college and demonstrate the availability of these sites for MCC students.

One of the most impactful learning opportunities for MCC healthcare students is the Virtual Hospital experience. The MCC Virtual Hospital is a 10,000 sq. ft., accredited, healthcare simulation center that provides an unmatched learning environment for students. This space includes six simulation rooms which closely mimic hospital departments for students to safely practice their skills. Each of the six rooms are fully equipped and can be staged to resemble Acute Care, Emergency Departments, Pediatrics, Labor and Deliver, Home Living Environments and much more. In addition to a safe and realistic learning environment, the 6 simulation rooms offer high quality audio/visual recording capabilities so that instructors can review the student skills with them upon completion of a virtual hospital scenario. Adjacent to each of the simulation rooms are private debriefing rooms for optimal learning opportunities. Each debrief room has a large screen for live-streaming during the simulation and instant playback during debriefing sessions. Debriefing can also be recorded for later review. The Virtual Hospital Simulation Center is home to 18 incredibly life-like, High-Fidelity, Human Patient Simulators that mimic various patient scenarios giving MCC the ability to provide a wide variety of simulation experiences for students in a safe, controlled, clinical learning environment.

The MCC Respiratory Care students will have access to complete a clinical rotation as well as other training sessions in the Virtual Hospital during their program.

Criteria Four: Evidence that the College has sufficient Library resources, physical facilities, and instructional equipment.

The facility identified for the new program is the Health Sciences Institute at MCC, located at 3444 Broadway Boulevard in downtown Kansas City. This location is ideally suited to be near our partner hospitals. The HSI is referred to as the place where “healing hands get hands-on experience” and is a state-of-the-art learning facility that includes 190,000 square feet of space. Because all of the healthcare programs at MCC are located in the HSI, there is a comprehensive healthcare learning environment for students in all of the programs. The opportunity for collaborative and collegial work among the various healthcare programs is supported through both natural alliances as well as through strategic partnerships. More healthcare workers come out of MCC than any other institution in Kansas City. This strong and vibrant culture of medical training provides students with a rich environment for learning, and the Respiratory Care program students will benefit from being located in this facility.

The Health Sciences Institute (HSI) is part of the Penn Valley Campus and HSI students have access to all Penn Valley Campus support systems, including the campus library and learning centers. MCC-Penn Valley Library has a book collection of over 80,000 volumes and subscribes to 100+ magazines, journals and newspapers. All holdings are accessible through the Kansas City online catalog. MCC is part of the MOBIUS system which includes holdings of Missouri universities and colleges and participates in the interlibrary loan program.

The Penn Valley library has over 40 computers available for student use and subscribes to more than thirty databases on a variety of subjects that can be accessed in the library or off-campus. Students can print, copy, or scan in the library as well. Another positive attribute of the availability of library resources at MCC is that a student can utilize any of the MCC library locations, which are located throughout the Kansas City area. Online library access is available to students as well.

Additionally, the HSI itself houses a complete student learning resource center for academic support and skill development. The Health Science Institute's Health Resource Center includes an anatomy laboratory, small group study rooms, computer stations, access to faculty, and free tutoring. All MCC students have access to the ProQuest Nursing and Allied Health Source. This database provides users with reliable healthcare information covering nursing, allied health, alternative and complementary medicine, and much more. ProQuest Nursing & Allied Health Source offers abstracting and indexing for more than 1,200 titles, with over 1,050 titles in full-text, plus more than 15,700 full text dissertations representing the most rigorous scholarship in nursing and related fields. It is actively utilized by current MCC students and the Respiratory Care students will have complete access to this tool.

Criteria Five: A Description of accreditation requirements for the new program and the institution's plan for seeking accreditation.

MCC has been a proven educational institution for delivering high quality training in the medical field for many years. At this time, there are already 20 allied health certificate and degree programs offered through MCC. These programs require a high level of reporting and proven, demonstrated success outcomes. Almost all are required to have a third-party accreditation in addition to the Higher Learning Commission accreditation process. The proposed baccalaureate degree would meet the same rigor as the other programs and would follow the quality practices, policies and procedures which have proven success in other MCC allied health programs.

The Respiratory Care Program Director will work with the Commission on Accreditation for Respiratory Care (CoARC) for the baccalaureate accreditation process. CoARC is a national leader on accreditation standards for Respiratory Care programs and annually reviews program information each year to determine ongoing compliance with their accreditation standards, policies and procedures. MCC will also create and utilize an advisory committee for the program which will consist of medical professionals and licensed Respiratory Care Practitioners to ensure the program is current and relevant to the actual workforce needs. MCC will make a commitment to hire high quality faculty to implement the program and will abide by CoARC standards for the program leadership. MCC is committed to hiring only highly trained personnel who meet the necessary qualifications. Below is a listing of the qualifications for the proposed positions:

Standard 2.02/2.08: The Program Director (PD) and the Director of Clinical Education (DCE) must have at least an earned Master's degree from an academic institution accredited by a regional or national accrediting agency recognized by the United States Department of Education.

Standard 2.03/2.09: The PD and DCE must

- *hold a valid Registered Respiratory Therapist (RRT) credential and current state license.

- *have a minimum of four years' experience as an RRT with at least two years in clinical respiratory care

- *have a minimum of two years' experience teaching either as an appointed faculty member in a CoARC accredited respiratory care program or as a clinical instructor/preceptor for students of such programs

- *complete the CoARC key personnel training program.

The proposed curriculum is provided in Attachment 6. The original curriculum was reviewed by the external review committee and modifications were made for course titles and in the ordering of the courses based on the committee feedback.

Additionally, the movement of the clinicals to align with specific course content was suggested and integrated in the new proposed curriculum.

Upon approval for the program, MCC will initiate steps for full accreditation of the program. The College will immediately begin the search for the Director of the program

and support this individual in the completion of the steps of the accreditation process. This will include the formal submission of course proposals through the Course Information Form process, and the establishment of Student Learning Outcomes (SLOs) and Program Learning Outcomes (PLOs). MCC also identifies and assesses Institutional Learning Outcomes (ILOs) and will integrate the new program into that process as well. The Respiratory Care program will adhere to the standard accreditation protocol for all programs for MCC and the program will be placed in the comprehensive program review schedule once approved.

The program will participate in all College accreditation and assessment requirements as well as the additional outcome accreditation protocols established by CoARC:

Standard 3.09: The program must, at a minimum, meet the outcome thresholds established by CoARC regardless of location and instructional methodology used.

Standard 3.11: Programs not meeting the established CoARC outcomes assessment thresholds must develop an appropriate plan of action for program improvement that includes addressing the identified shortcomings

These thresholds are identified in the CoARC Outcomes Threshold Grid (Attachment 7).

Criteria 6,7, 8: The institution has a clear plan to meet workforce needs

There are projected to be 297 total openings annually for Respiratory Therapists in Missouri through 2028. MCC is poised and ready to help meet this need. Upon a full first class of graduates in 2026, 24 MCC program completers will be ready for employment annually. With 59 projected Kansas City Regional openings a year, the College will proactively develop natural relationships with the local employers for the Respiratory Care graduates. The College will host employment fairs for local healthcare providers to ensure the vacancies are advertised and that MCC graduates are aware. These strategies and goals will be accomplished through the strong partnerships and collaboration with clinical partners that already exist. The College will assist these providers by posting and announcing position openings and facilitating communication and interviews whenever possible.

The Respiratory Care Advisory Committee will play an essential role with the program faculty and students. The planned advisory committee for Respiratory Care will provide the forum to ensure MCC curriculum is aligned to the needed knowledge and competencies in the workplace as well as connect local professionals in the field to MCC students for mentoring opportunities. Advisory committee members will include faculty from other programs, local respiratory therapists, and other healthcare professionals. All MCC Respiratory Care program faculty and associated staff will be required to attend and assist with the facilitation of these committee meetings. Upon

approval of the program, MCC will immediately begin the formation of this committee and it will serve an integral role in the development of the actual program.

The MCC program faculty will be expected to continually communicate with local hospitals and medical providers to continually review the alignment of the curriculum to the workplace. The program director will also communicate closely with clinical location supervisors to assess any gaps or needs in the student training and preparation. Post-employment surveys will be conducted with program graduate employers to assess student skills and identify training needs. MCC graduates will be surveyed for feedback and input regarding the program, the quality of instruction, and the relevance of the curriculum. Graduation and placement data will be utilized to assess program success.

The College will complete an internal annual review of the program in coordination with the established CoARC program outcome thresholds (referenced earlier). All of these efforts will assist the College in ensuring the program is meeting the workforce need.

Criteria Nine: The institution's plan will contribute substantially to the CBHE's Blueprint for Higher Education:

The MCC Respiratory Therapy Baccalaureate Program aligns to the CBHE Blueprint for Higher Education.

Attainment: MCC would be able to provide 24 additional seats for training in the state each year, building to a capacity of 96 students in the program by the fourth year. This will help reduce the shortfall of trained RCP's to the projected workforce need.

Affordability: MCC will offer the Respiratory Care Bachelor Degree at the current per hour tuition rate for the district, which is a fraction of the cost of attending a university. The cost per year in tuition and fees at UMKC is about \$20,200 whereas the cost of a year at MCC is about \$4,500. That is less than 1/4 of the cost of our nearest university! In addition, MCC offers many opportunities for financial aid and scholarships to students, making this a financially affordable opportunity for students.

Quality: Metropolitan Community College is fully accredited by the Higher Learning Commission. MCC has a Health Sciences Institute which houses the Nursing Program, Allied Health, and Virtual Hospital, all of which have third party accreditation. The experience that MCC has in healthcare training and the relationships that already exist with health partners will be another asset for this program. The Respiratory Care program will work with the Commission on Accreditation for Respiratory Care (CoARC) for the baccalaureate accreditation process. The approach to establishing the highest level of quality for the program was identified in Criteria 5 of this document.

Research and Innovation: Respiratory care organizations locally and across the nation support the baccalaureate degree. Because of this, there is a strong demand for research to be an essential part of the Respiratory Therapist (RT) curriculum. The baccalaureate program will allow time and space for this to take place. MCC students

will be provided the necessary time and practice for learning the essential skill of research in the field. The curriculum will be coordinated with educational experts and RCP's in the field to ensure appropriate and relevant training, and comply with the Higher Learning Commission and CoARC standards.

Investment, Advocacy and Partnerships: MCC is committed to making the investment in the program, develop advocacy, and establish partnerships for the Respiratory Care Program. Many of the existing relationships that MCC already has with medical providers will be integrated into the new Respiratory Care program as well. The benefits that MCC students will have as a result of those partnerships were identified in Criteria 3 of this document.

Perhaps the most compelling argument for the need for this program is related to the theme of *Access and Success* by expanding opportunities for degree attainment. MCC serves a student population that often struggles to find access to higher education beyond the Associate degree. According to the state enrollment data submitted for fall, 2021, over 14,000 students currently enrolled in the district. Thirty-one percent of these students were classified as underserved, which equates to over 4,000 MCC students. Underserved students include first generation college students, pell-eligible students, and students from underrepresented ethnic groups. By offering this type of opportunity at the College, MCC will provide a new and exciting career path option for these students.

Two of the strongest values community colleges provide students are access and support. With the low tuition cost, the program will be affordable and accessible in ways it has never been before. MCC is well-prepared to serve the students in this program successfully. The college provides an amazing array of support services designed to address typical barriers for students including personal counseling and access to transportation. The availability and affordability of a program such as this at MCC could open new doors for these students and create truly life-changing experiences. The impact of a four-year degree on these individuals would not only elevate their income and personal growth, but it also would positively impact their families and communities.

Local healthcare organizations in the Kansas City area will also benefit from the MCC Respiratory Care program. Having increased access to MCC graduates for hiring will assist these organizations in filling needed positions quickly. Also, having the ability to provide input on the training of MCC students to align with changing industry requirements will be invaluable, as MCC graduates will leave the program with the most current skills and knowledge of the profession.

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ATTACHMENT 1

Metropolitan Community College Financial Letter of Support



Metropolitan Community College

Blue River | Business & Technology | Longview | Maple Woods | Penn Valley | Online

Department of Higher Education and Workforce Development
State of Missouri

The Metropolitan Community College (MCC) in Kansas City, MO, recognizes the need for a Respiratory Care Practitioners program in the greater Kansas City area. MCC is taking action to include this program in its portfolio of Allied Health programs and will work with the Commission on Accreditation for Respiratory Care for the baccalaureate accreditation process.

MCC is uniquely positioned to meet the workforce demands for Respiratory Care Practitioners and will offer this opportunity for students. The proposed baccalaureate program at MCC will build upon existing relationships with area medical providers to provide clinical opportunities for students. Additionally, these rich relationships with our medical partners will also be able to provide MCC students with opportunities to attend professional seminars taught by respiratory therapists as part of their training, make available equipment and supply donations and allow for faculty sharing possibilities with hospitals. Healthcare organizations continually ask community colleges to help develop a pipeline of skilled workers. MCC is ready to support this effort.

With this understanding, MCC is also identifying the necessary resources from multiple funds within in its available financial portfolio to cover the fiscal needs to launch and maintain this program. MCC currently finances the majority of its operations through tuition and fees, the local property tax levy, state aid and federal programs. The College has and continues to maintain a balanced budget which demonstrates the College's ongoing ability to maintain a healthy fiscal profile.

MCC is committed to this program and has made a pledge to support the program if approved and has identified the necessary fiscal and other resources (IT, human, and physical) for implementation and operations.

Should you have need for any additional information and/or data in support of the Respiratory Care Practitioners program here at MCC, please do not hesitate to reach out.

Sincerely,

A handwritten signature in black ink, appearing to read "Don Chrusciel", is written over a large, light-colored oval shape.

Don Chrusciel, Ph.D.
Vice Chancellor of Administrative Services
Metropolitan Community College
Ph. 816-604-1253
3200 Broadway, Kansas City, MO 64111
www.mcckc.edu

ATTACHMENT 2

Metropolitan Community College Bond Certificate of Participation

\$43,510,000
THE JUNIOR COLLEGE DISTRICT OF METROPOLITAN KANSAS CITY, MISSOURI
CERTIFICATES OF PARTICIPATION
SERIES 2020

September 9, 2020

CERTIFICATE OF FINAL TERMS

Board of Trustees
The Junior College District of Metropolitan Kansas City, Missouri

Ladies and Gentlemen:

The undersigned, Robert W. Baird & Co., Inc. (the "Purchaser"), hereby offers to purchase from The Junior College District of Metropolitan Kansas City, Missouri (the "District") \$43,510,000 aggregate amount of The Junior College District of Metropolitan Kansas City, Missouri Certificates of Participation Series 2020 (the "Certificates") to be delivered by the District under and pursuant to a resolution adopted by the Board of Trustees on August 20, 2020.

Upon the terms and conditions of the Official Bid Form, the Notice of Sale and the Preliminary Official Statement, all of which are made a part hereof, the Purchaser hereby agrees to purchase from the District, and the District hereby agrees to sell to the Purchaser, all (but not less than all) of the Certificates at a purchase price of \$42,972,573.62 (the principal amount of the Certificates plus net original issue premium of \$321,920.70, less an underwriter's discount of \$859,347.08). The Certificates shall be issued on September 24, 2020, and shall mature, shall bear interest and shall be subject to redemption as set forth in Schedule I hereto.

Very truly yours,

ROBERT W. BAIRD & CO., INC.

Accepted and agreed to as of
the date first above written:

THE JUNIOR COLLEGE DISTRICT OF METROPOLITAN KANSAS CITY, MISSOURI

By: 
Title: President of the Board of Trustees

ATTACHMENT 3

Metropolitan Community College Website Analytics Report

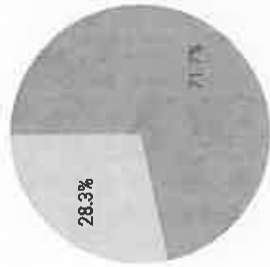
mcckc.edu Website Traffic Report Ages 25-54

Jan 1, 2021 - Sep 1, 2021

Device Category

How many visitors (users) came to the site?

77,196
↓ -7.5%



Sessions

228,980
↓ -8.4%

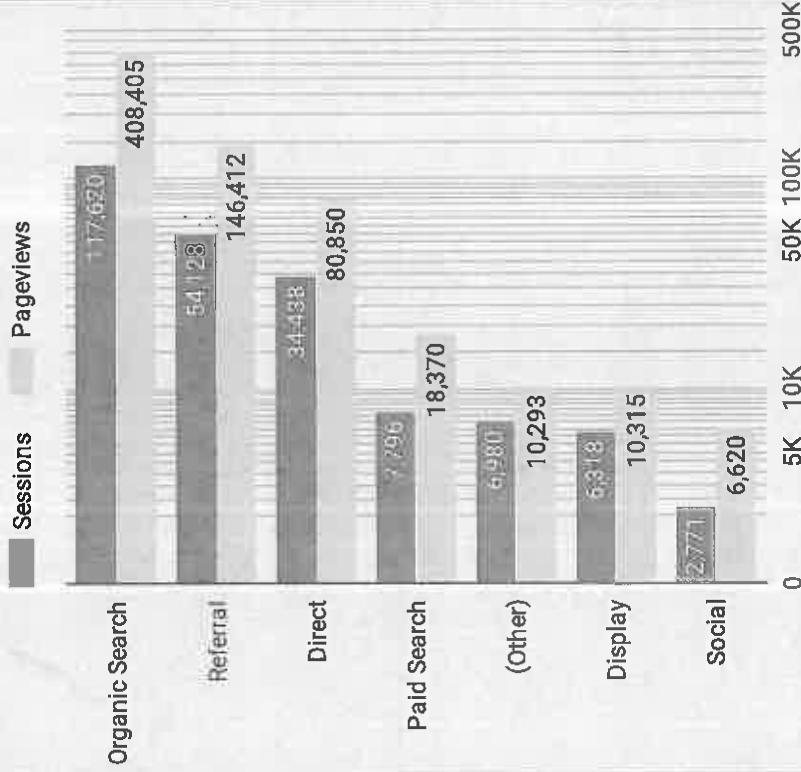
Avg. Session Duration

00:03:25
↑ 10.3%

Bounce Rate

32.70%
↑ 3.3%

How does MCC acquire visitors?



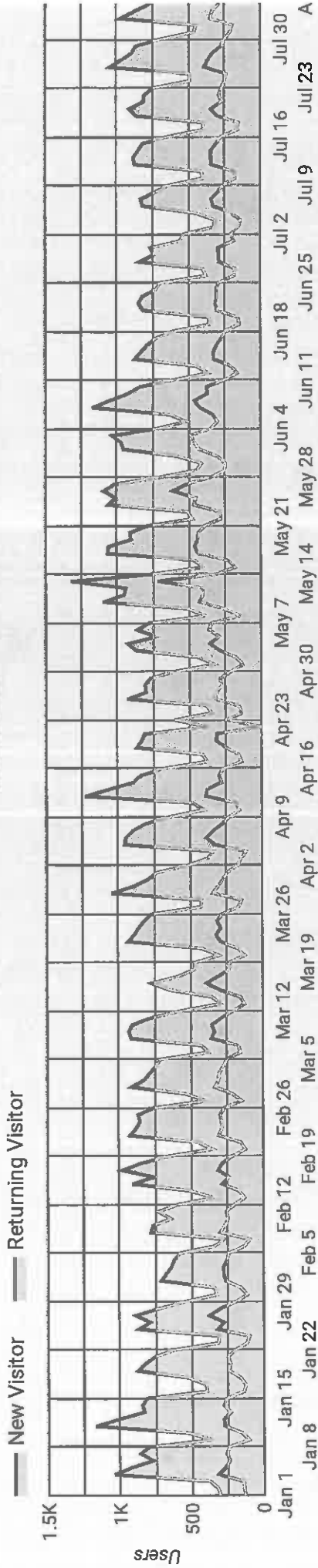
How many users have clicked on the Call for Action Buttons?



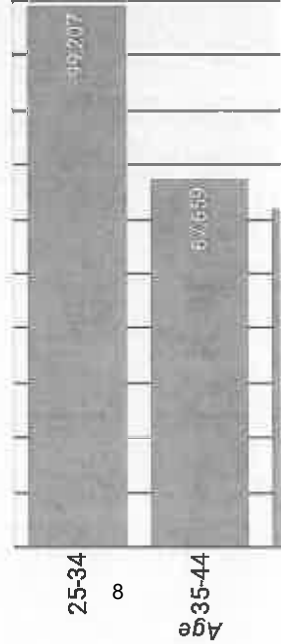
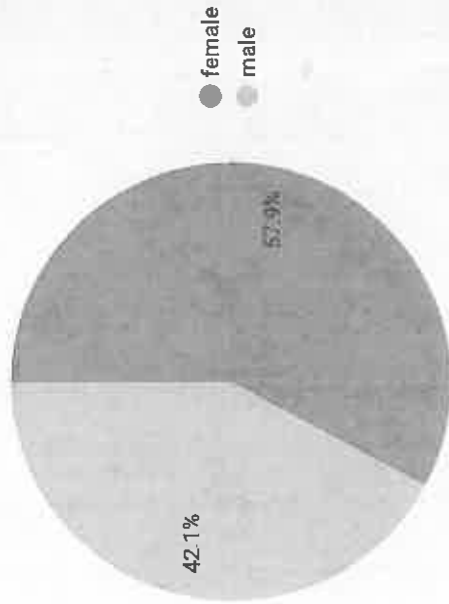
When are users visiting the website?

Hour	Sessions	Day of the month	Sessions	Day of Week	Sessions	Month of Year	Sessions
10 AM	18,349	26	8,930	Monday	43,792	Aug 2021	33,647
11 AM	17,478	12	8,690	Tuesday	43,070	May 2021	31,427
9 AM	17,208	25	8,571	Wednesday	39,340	Jun 2021	28,724
12 PM	16,825	23	8,417	Thursday	36,495	Apr 2021	28,565
1 PM	16,778	24	8,276	Friday	31,370	Jul 2021	28,005
2 PM	16,318	19	8,063	Sunday	18,504	Mar 2021	27,499

Audience Timeline



Engagement by Age & Gender by Session



In-District Cities Visiting mccck.edu

City	Sessions	% Δ
1. Kansas City	107,222	-0.6% ↓
2. Independence	12,791	-37.3% ↓
3. Blue Springs	9,115	-12.7% ↓
4. Lee's Summit	5,795	-16.9% ↓
5. Overland Park	4,053	-16.8% ↓
6. Liberty	3,906	-19.7% ↓
7. Belton	2,613	5.0% ↑
8. Olathe	1,934	18.9% ↑
9. Grain Valley	1,921	-11.0% ↓
10. Parkville	1,803	-40.4% ↓
11. Raymore	1,204	-41.4% ↓
12. Raytown	1,111	-34.1% ↓
13. Lenexa	974	-16.0% ↓

Out-of-District Cities Visit

City	SG
1. Denver	
2. Chicago	
3. (not set)	
4. Nashville	
5. Saint Joseph	
6. Kearney	
7. Springfield	
8. Tulsa	
9. Omaha	
10. Minneapolis	
11. Jefferson City	
12. Excelsior Springs	
13. New York	

Jan 1, 2021 - Sep 1, 2021

Page	Pageviews	% Δ	Unique Pageviews	% Δ	Avg. Time on Page	% Δ	Entrances	% Δ	Bounce Rate
1. /	135,435	-13.9% ↓	109,509	-13.7% ↓	00:03:37	6.2% ↑	102,997	-14.1% ↓	17.91%
2. /programs/	26,858	-11.3% ↓	14,378	-16.7% ↓	00:00:50	-0.7% ↓	3,254	-39.8% ↓	27.35%
3. /enroll/	15,553	0.7% ↑	10,669	10.6% ↑	00:01:23	-12.2% ↓	2,839	94.2% ↑	49.26%
4. /apply-now/	14,256	122.4% ↑	9,399	90.9% ↑	00:01:29	-6.1% ↓	2,590	37.2% ↑	38.09%
5. /classes/credit/	13,210	48.3% ↑	8,014	56.6% ↑	00:00:30	-10.4% ↓	1,649	92.9% ↑	15.05%
6. /bookstores/	10,445	30.3% ↑	8,290	28.3% ↑	00:06:17	3.2% ↑	4,578	28.1% ↑	70.5%
7. /jobs/	8,714	-2.6% ↓	7,410	0.0% ↑	00:04:12	5.0% ↑	2,771	-4.9% ↓	13.09%
8. /calendar/	7,071	-23.4% ↓	6,004	-16.9% ↓	00:02:50	-0.9% ↓	2,636	-16.3% ↓	60.24%
9. /longview	6,059	-14.8% ↓	4,717	-14.6% ↓	00:01:03	-10.5% ↓	4,209	-14.3% ↓	9.22%
10. /community-resources/eoc/default.aspx	5,949	26,940.9% ↑	4,935	22,331.8% ↑	00:01:17	-73.9% ↓	4,880	121,900.0% ↑	75.05%
11. /pennvalley	5,247	-5.5% ↓	3,469	-19.2% ↓	00:00:45	-47.3% ↓	2,946	-20.1% ↓	9.01%
12. /classes/credit/1218/	4,658	-	2,130	-	00:00:21	-	103	-	18.75%
13. /maplewoods/	4,412	250.7% ↑	3,406	250.8% ↑	00:01:12	40.1% ↑	2,604	816.9% ↑	11.6%
14. /enroll/virtual-enrollment-center.aspx	4,355	-	3,581	-	00:05:04	-	985	-	47.84%
15. /transcripts/transcriptrequest.aspx	4,292	-16.0% ↓	3,188	-14.5% ↓	00:03:19	0.7% ↑	1,073	-14.4% ↓	60.13%
16. /directory/	3,969	8.2% ↑	3,267	6.1% ↑	00:02:34	-24.2% ↓	900	-0.4% ↓	40.02%
17. /programs/professionalnursing/	3,828	53.9% ↑	2,632	48.8% ↑	00:01:41	-2.3% ↓	852	6.0% ↑	36.26%
18. /library/	3,575	0.5% ↑	2,733	-2.5% ↓	00:01:01	7.4% ↑	877	29.2% ↑	24.12%
19. /maplewoods	3,399	-30.2% ↓	2,832	-30.2% ↓	00:01:21	-26.3% ↓	2,354	-31.8% ↓	12.93%
20. /classes/credit/shortterm.asp	3,212	11.4% ↑	1,812	20.7% ↑	00:00:35	-3.9% ↓	725	101.4% ↑	63.11%
21. /adult-learners/	3,191	-17.2% ↓	2,550	-21.3% ↓	00:01:01	-14.0% ↓	1,651	-30.5% ↓	68.49%
22. /classes/credit/internet.asp	3,189	31.8% ↑	1,647	29.7% ↑	00:00:29	-11.9% ↓	108	96.4% ↑	24.21%
23. /blueriver	2,910	-16.6% ↓	2,210	-16.6% ↓	00:01:10	-11.5% ↓	1,868	-16.1% ↓	7.84%
24. /programs/radiologicstechnology/	2,562	117.5% ↑	1,679	107.3% ↑	00:00:52	-40.7% ↓	494	80.3% ↑	30.28%

Page	Pageviews	% Δ	Unique Pageviews	% Δ	Avg. Time on Page	% Δ	Entrances	% Δ	Bounce Rate
/programs/	26,858	-11.3% ↓	14,378	-16.7% ↓	00:00:50	-0.7% ↓	3,254	-39.8% ↓	27.35%
/programs/professionalinursing/	3,828	53.9% ↑	2,632	48.8% ↑	00:01:41	-2.3% ↓	852	6.0% ↑	36.26%
/programs/radiologictchnology/	2,562	117.5% ↑	1,679	107.3% ↑	00:00:52	-40.7% ↓	494	80.3% ↑	30.28%
/programs/businessadministration/	2,122	42.1% ↑	1,263	44.7% ↑	00:00:46	-23.9% ↓	209	50.4% ↑	26.32%
/programs/computerscience/	1,723	74.0% ↑	1,059	63.4% ↑	00:00:44	1.3% ↑	112	72.3% ↑	32.2%
/programs/practicalnursing/	1,719	25.8% ↑	1,269	26.9% ↑	00:01:10	37.2% ↑	348	-26.6% ↓	29.43%
/programs/engineeringtechnology/	1,527	154.1% ↑	1,078	157.3% ↑	00:00:53	19.4% ↑	124	217.9% ↑	26.98%
/programs/aa/	1,404	-24.1% ↓	1,052	-19.9% ↓	00:02:34	19.3% ↑	202	-32.0% ↓	51.72%
/programs/surgicaltechnology/	1,198	15.3% ↑	778	10.5% ↑	00:00:52	-25.4% ↓	228	-31.1% ↓	33.62%
/programs/hvac/	1,114	67.0% ↑	751	67.6% ↑	00:01:18	-6.4% ↓	350	26.8% ↑	46.33%
/programs/veterinarytechnology/	1,113	65.9% ↑	791	61.8% ↑	00:01:06	-5.2% ↓	232	2.2% ↑	34.45%
/programs/computerscience/certificates.aspx	1,094	4.9% ↑	785	1.3% ↑	00:02:04	-12.7% ↓	162	44.6% ↑	55.93%
/programs/physicaltherapistassistant/	1,056	46.7% ↑	825	41.5% ↑	00:02:27	-2.9% ↓	386	3.2% ↑	42.43%
/programs/welding/	1,031	0.6% ↑	713	-0.4% ↓	00:01:16	-7.1% ↓	327	-13.9% ↓	42.25%
/programs/radiologictchnology/curriculum.aspx	974	-2.0% ↓	744	1.6% ↑	00:02:03	7.9% ↑	93	38.8% ↑	50.93%
/programs/emsparamedic/	947	110.4% ↑	628	107.3% ↑	00:01:50	123.6% ↑	108	248.4% ↑	45.54%
/programs/practicalnursing/certs.aspx	934	-29.2% ↓	647	-29.7% ↓	00:01:02	-28.8% ↓	53	-35.4% ↓	40.35%
/programs/healthinfomanagementcoding/	911	104.3% ↑	609	143.6% ↑	00:00:27	20.4% ↑	36	125.0% ↑	29.41%
/programs/automotive/	881	144.7% ↑	557	127.3% ↑	00:01:10	45.3% ↑	103	102.0% ↑	54.29%
/programs/radiologictchnology/admission-requirem... o	850	357.0% ↑	626	350.4% ↑	00:01:58	-47.2% ↓	93	365.0% ↑	60%
/programs/lpntoadnbridge/	839	2.1% ↑	637	7.1% ↑	00:01:26	-26.9% ↓	308	-24.3% ↓	61.69%
/programs/professionalinursing/curriculum.aspx	835	-50.7% ↓	664	-48.4% ↓	00:02:42	-16.0% ↓	99	-62.2% ↓	50.89%
/programs/healthinfomanagementcoding/coding.aspx	806	20.5% ↑	553	13.1% ↑	00:02:06	4.0% ↑	304	24.1% ↑	44.19%

Top Entry Pages

Top Exit Pages

Landing Page	Pageviews	Avg. Time on Page	Bounce Rate	Exit Page	Pageviews	Avg. Time
/	286,109	00:02:00	19.17%	/	114,055	
/longview	21,569	00:01:00	9.41%	/apply-now/	18,953	
/programs/	17,618	00:01:18	21.11%	/bookstores/	16,911	
/classes/credit/	15,239	00:00:51	11.64%	/programs/	16,641	
/pennvalley	14,902	00:01:06	9.03%	/enroll/	13,470	
/maplewoods/	14,331	00:01:03	11.75%	/jobs/	12,869	
/maplewoods	10,678	00:01:10	13.59%	/calendar/	10,229	
/enroll/	10,332	00:01:19	45.53%	/enroll/virtual-enrollment-center.aspx	10,168	
/blueriver	8,462	00:01:09	8.02%	/transcripts/transcriptrequest.aspx	7,680	
/classes/	8,452	00:00:47	10.95%	/classes/credit/	7,013	
/apply-now/	8,190	00:01:27	37.01%	/community-resources/eoc/default.aspx	5,750	
/community-resources/eoc/default.aspx	8,030	00:00:57	75.13%	/directory/	5,605	
/bookstores/	7,536	00:03:51	70.21%	/value/	4,211	
/calendar/	6,355	00:01:33	57.36%	/longview	3,840	
/jobs/	4,928	00:02:53	12.02%	/tuition	3,741	
/programs/professionalnursing/	3,888	00:01:25	37.32%	/library/databases.asp	3,555	
/adult-learners/	3,724	00:00:49	68.32%	/classes/academic-catalog.aspx	3,319	
/btc	3,479	00:00:54	11.59%	/programs/professionalnursing/	3,186	
/vaccine/	3,308	00:01:20	57.05%	/pennvalley	3,148	
/calendar/thank-you.asp	2,771	00:01:04	55.53%	/advising/contacts.aspx	3,083	
/library/	2,739	00:01:46	20.41%	/coronavirus	2,999	
/programs/radiologicstechnology/	2,697	00:01:18	30.71%	/contact/	2,986	
/pennvalley/	2,596	00:01:17	11.57%	/graduation/	2,891	

Jan 1, 2021 - Sep 1, 2021

Affinity Category (reach)	Sessions	In-Market Segment	Sessions	Other Category
Food & Dining/Fast Food Cravers	107,290	Education/Post-Secondary Education	90,702	Arts & Entertainment/Celebrities & Entertainment News
Food & Dining/Cooking Enthusiasts/30 Minute Chefs	101,764	Real Estate/Residential Properties/Residential Properties (For Sale)	33,464	News/Weather
Media & Entertainment/Movie Lovers	96,996	Real Estate/Residential Properties/Residential Properties (For Sale)/Houses (For Sale/Preowned Houses (For Sale)	32,360	Jobs & Education/Education/Colleges & Universities
Lifestyles & Hobbies/Pet Lovers	90,088	Employment	26,320	Arts & Entertainment/TV & Video/Online
Shoppers/Value Shoppers	88,853	Apparel & Accessories/Women's Apparel	26,296	Real Estate/Real Estate Listings/Resident Sales
Media & Entertainment/Music Lovers	79,626	Autos & Vehicles/Motor Vehicles/Motor Vehicles (Used)	25,160	Food & Drink/Cooking & Recipes
Lifestyles & Hobbies/Business Professionals	75,574	Home & Garden/Home Decor	23,249	Sports/Team Sports/American Football
Beauty & Wellness/Frequently Visits Salons	75,182	Financial Services/Tax Preparation Services & Software	19,493	Reference/General Reference/Dictionaries Encyclopedias
Technology/Technophiles	74,984	Travel/Hotels & Accommodations	19,432	News/Sports News
Lifestyles & Hobbies/Fashionistas	70,589	Employment/Career Consulting Services	18,913	[Life Events] Job Change/Recently Starter Job
Sports & Fitness/Sports Fans	69,748	Real Estate/Residential Properties	18,647	News/Politics
Beauty & Wellness/Beauty Mavens	68,699	Autos & Vehicles/Auto Repair & Maintenance	17,931	Finance/Accounting & Auditing/Tax Preparation & Planning
Lifestyles & Hobbies/Family-Focused	67,079	Software/Business & Productivity Software	17,495	Sports/Team Sports/Baseball
Banking & Finance/Avid Investors	66,415	Apparel & Accessories	17,323	Arts & Entertainment/Music & Audio/Rad
Lifestyles & Hobbies/Outdoor Enthusiasts	65,046	Apparel & Accessories/Men's Apparel	14,749	Internet & Telecom/Email & Messaging/E
Shoppers/Shoppers by Store Type/Department Store Shoppers	64,279	Financial Services/Banking Services	14,662	Internet & Telecom/Search Engines
Media & Entertainment/Book Lovers	63,857	Education/Primary & Secondary Schools (K-12)	14,596	Travel & Transportation/Hotels & Accommodations
Travel/Travel Buffs	62,242	Education/Post-Secondary Education	14,569	Sports/Team Sports/Basketball
Shoppers/Bargain Hunters	62,030	Education/Technology Education	13,962	Arts & Entertainment/Music & Audio/Urb: Hip-Hop/Rap & Hip-Hop
Home & Garden/Do-It-Yourselfers	59,549	Beauty & Personal Care	12,981	Shopping/Consumer Resources/Coupon
Media & Entertainment/TV Lovers	58,540	Autos & Vehicles/Auto Repair & Maintenance/Oil Changes		
Shoppers/Shopaholics	57,418			

Jan 1, 2021 - Sep 1, 2021

Browser	Sessions	% Δ	% New Sessions	New Users	% Δ	Bounce Rate	% Δ	Pages / Session	% Δ
1. Chrome	197,752	-1.6% ↓	27%	53,886	4.3% ↑	32%	6.5% ↑	2.98	8.3% ↑
2. Edge	14,853	13.0% ↑	22%	3,294	28.0% ↑	24%	-1.2% ↓	3.28	21.7% ↑
3. Samsung Internet	7,525	-23.3% ↓	45%	3,410	11.6% ↑	54%	22.5% ↑	2.8	-11.1% ↓
4. Internet Explorer	3,194	-52.9% ↓	20%	639	-66.9% ↓	34%	51.4% ↑	2.55	-11.6% ↓
5. Android Webview	3,175	10.6% ↑	87%	2,768	25.2% ↑	73%	7.6% ↑	1.87	-12.8% ↓
6. Safari	1,571	-78.3% ↓	30%	464	-83.2% ↓	32%	-6.6% ↓	3.04	3.0% ↑
7. Firefox	1,158	-67.5% ↓	7%	84	-70.6% ↓	40%	38.2% ↑	2.15	-57.6% ↓
8. Amazon Silk	365	-10.8% ↓	67%	245	118.8% ↑	67%	116.0% ↑	2.57	-23.7% ↓
9. Safari (In-app)	228	-93.4% ↓	87%	198	-91.7% ↓	75%	3.8% ↑	1.37	-20.5% ↓
1... Opera	196	-15.2% ↓	62%	122	27.1% ↑	61%	41.4% ↑	2.38	17.4% ↑

Device Category	Sessions	%Δ	% New Sessions	New Users	%Δ	Bounce Rate	%Δ	Pages/Session	%Δ
1. desktop	154,058	0.9% ↑	21%	31,988	-2.9% ↓	26%	10.4% ↑	2.98	8.2% ↑
2. mobile	73,733	-20.2% ↓	44%	32,170	-3.7% ↓	47%	7.2% ↑	2.93	3.6% ↑
3. tablet	2,275	-36.4% ↓	44%	993	-8.9% ↓	47%	39.2% ↑	2.81	-1.8% ↓
Mobile Device Info									
Device Category	Sessions	%Δ	% New Sessions	New Users	%Δ	Bounce Rate	%Δ	Pages/Session	%Δ
1. Samsung SM-G973U Galaxy S10	2,998	-9.5% ↓	36%	1,090	3.8% ↑	42%	4.1% ↑	2.98	-1.7% ↓
2. Samsung SM-G960U Galaxy S9	2,798	-50.6% ↓	45%	1,248	52.2% ↓	43%	2.4% ↓	3.16	14.8% ↓
3. LG LM-Q730 Stylo 6	2,364	-	47%	1,118	-	55%	-	2.48	-
4. Samsung SM-N960U Galaxy Note9	2,130	-33.5% ↓	38%	816	12.5% ↑	47%	15.4% ↑	3.01	-3.5% ↓
5. Samsung SM-G975U Galaxy S10+	2,075	-31.1% ↓	42%	862	21.6% ↓	44%	13.5% ↑	2.98	-3.4% ↓
6. Samsung SM-N975U Galaxy Note10+	1,950	-5.4% ↓	37%	730	3.0% ↑	37%	0.4% ↑	3.23	-1.0% ↓
7. Samsung SM-G965U Galaxy S9+	1,891	-30.1% ↓	40%	765	-0.3% ↓	41%	-1.2% ↓	3.22	2.8% ↓
8. LG LM-Q720 Stylo 5	1,522	-47.8% ↓	44%	675	18.1% ↑	50%	1.2% ↑	3.02	24.7% ↑
9. Samsung SM-G950U Galaxy S8	1,501	-58.5% ↓	44%	664	44.3% ↑	46%	16.9% ↑	3.29	16.2% ↑
10. Samsung SM-G970U Galaxy S10e	1,478	-39.1% ↓	43%	633	40.0% ↑	46%	30.4% ↓	3.56	-18.5% ↓
11. Samsung SM-N950U Galaxy Note8	1,356	-34.5% ↓	43%	588	25.0% ↑	38%	-6.4% ↓	3.36	19.0% ↓
12. Samsung SM-G986U Galaxy S20+ 5G	1,185	338.9% ↑	36%	428	-26.7% ↓	50%	19.6% ↓	2.64	-3.0% ↓
13. Samsung SM-G981U Galaxy S20 5G	1,126	204.3% ↑	36%	401	206.1% ↑	38%	38.5% ↑	2.84	-12.6% ↓
14. Samsung SM-G991U Galaxy S21 5G	1,120	-	43%	481	-	38%	-	2.96	-

Jan 1, 2021 - Sep 1, 2021

Social Network	Sessions	% Δ	Pageviews	% Δ	Avg. Session Duration	% Δ	Pages
1. (not set)	227,299	-6.2% ↓	674,700	-0.6% ↓	00:03:17	1.3% ↑	
2. Facebook	2,117	-61.5% ↓	4,902	-56.3% ↓	00:01:41	28.3% ↑	
3. Twitter	354	-31.5% ↓	749	-20.2% ↓	00:03:07	-5.9% ↓	
4. LinkedIn	139	135.6% ↑	304	230.4% ↑	00:03:47	107.5% ↑	
5. reddit	95	-	533	-	00:02:12	-	

mcckc.edu Website Traffic Report - Ages 18-24
Source/Medium Marketing Channel

Source / Medium	Sessions	% Δ	Pageviews	% Δ	Avg. Session Duration	% Δ	Pages
1. google / organic	106,433	-14.9% ↓	371,287	-7.1% ↓	00:03:30	5.0% ↑	
2. mcckc.edu / referral	34,795	15.8% ↑	96,278	29.9% ↑	00:04:36	16.0% ↑	
3. (direct) / (none)	34,441	-2.8% ↓	80,856	1.3% ↑	00:02:31	-2.7% ↓	
4. google / cpc	14,117	93.3% ↑	28,691	108.8% ↑	00:01:15	5.4% ↑	
5. bing / organic	7,639	-12.6% ↓	27,280	1.0% ↑	00:03:46	16.0% ↑	
6. my.mcckc.edu / referral	6,058	27.3% ↑	16,820	23.1% ↑	00:03:51	-8.6% ↓	
7. mcc.radiuscampusgmt.com / ...	4,909	35.2% ↑	12,402	53.8% ↑	00:03:22	9.5% ↑	
8. yahoo / organic	3,216	1.8% ↑	8,774	2.8% ↑	00:03:28	-6.9% ↓	
9. Google Ads / Google_Display	3,047	-	4,521	-	00:00:33	-	
10. mcckc.blackboard.com / referral	2,290	57.3% ↑	4,622	68.7% ↑	00:02:27	-29.2% ↓	
11. m.facebook.com / referral	1,156	-73.1% ↓	2,457	-70.2% ↓	00:01:03	5.1% ↑	
12. Facebook / Facebook_Ads	1,120	129.0% ↑	1,681	42.5% ↑	00:00:24	-67.9% ↓	
13. web.mcckc.edu / referral	972	285.7% ↑	1,782	238.8% ↑	00:03:24	-6.7% ↓	



Top Navigation

Main Navigation

Footer

Event Label	Total Events
myMCC	57,919
Call for Action - Enrollment	8,616
Call for Action - Apply Now	8,341
Call for Action - Request Info	4,669
Top Level - Jobs	4,611
Students - Blackboard	4,057
Students - myMCC	3,506
Calendar	2,184
Call for Action - Donate	2,060
Top Level - Library	1,963
Students - Student Email	1,533
Faculty and Staff - Directory	1,468
Faculty and Staff - Blackboard	1,156
Faculty and Staff - myMCC	1,111
Faculty and Staff - Email	1,094
MCC Logo	1,071
Students - Email	699
Students - Academic Catalog	675
Students - Training Request	584
Students - Academic Calendar	407
Campus Links - Penn Valley	291
Campus Links - Maple Woods	270
Campus Links - Longview	261
Campus Links - Business and	228

Event Label	Total Events
Academics & Training - Programs of Study - Academic & Career Programs	7,781
Academics & Training - Classes - Credit Classes	3,412
Academics & Training - Programs of Study - Workforce	381
Current Students - Services - Bookstore	877
Future Students - Are You - Adult Learners	831
Academics & Training - Classes - Class Search	717
Future Students - Prepare Attend - Admissions	654
Future Students - Prepare Attend - Union	654
Academics & Training - Classes - Online Classes	641
Future Students - Call for Action - Programs	566
Admin - Administration - Our Leaders	407
Future Students - Are You - High School	394
Academics & Training - Programs of Study - Continuing Education	380
Current Students - Get Involved - Athletics	363
Academics & Training - Classes - Short-Term Classes	352
Current Students - Academics - Advising	297
Academics & Training - Programs of Study - Apprenticeships	257
Academics & Training - Programs of Study - Professional Development	256
Future Students - Prepare Attend - Financial Aid	233
Current Students - Services - Career Services	231
Current Students - Academics - Enroll	228
Current Students - Academics - Financial Aid	264
Academics & Training - Classes - Non-Credit Classes	255
Future Students - Call for Action - Classes	251

Visit: A visit consists of a series of pageviews that a single visitor makes during a period of activity.

Visitors: Visitors are defined by a unique ID - this ID is usually stored in a visitor's cookies.

New Visitor: A visitor who did not have Google Analytics cookies when they hit the first page in this visit. If a visitor deletes their cookies and comes back to the site, counted as a new visitor.

Returning Visitor: A visitor with existing Google Analytics cookies from a previous visit.

Pageview: A pageview is recorded in Google Analytics every time a page is viewed. If a user clicks reload after reaching the page, this is counted as an additional pageview. If a user navigates to a different page and then returns to the original page, a second pageview is recorded, as well.

Unique Pageview: A unique pageview, aggregates pageviews that are generated by the same user during the same session. A unique pageview represents the number of times that page was viewed one or more times.

Session: A session is a group of user interactions with your website that take place within a given time frame (MCC uses 30 minutes).

Bounce/Bounce Rate: A visit with one pageview. It doesn't matter how long the visitor was on the page or how they left.

Time on Page: Time on page is measured by subtracting the time a visitor hit a page from the time they hit the next page.

Direct Traffic: Ideally, this is the traffic that came to a site via bookmarks or by directly typing in the URL.

Referring Sites: This is traffic for which (1) a referrer was identified, (2) the referrer is not a search engine and (3) there are no campaign variables. The referring URL that contains the link to your website is also stored for referrals.

In-District Cities:

Kansas City, Lees Summit, Independence, Blue Springs, Belton, Raymore, Parkville, Grandview, Grain Valley, Fort Leonard Wood, Orrick, Knob Nobster, Trimble, Rich Hill, Mission Woods, Mission Hills, Mission, Westwood, Shawnee, Shawnee Mission, Roeland Park, Merriam, Lenexa, Olathe, Prairie Village, Leawood, Weatherby Lake, Hillside, Parkville, Riverside, Platte Woods, Lake Waukomis, Waldron, Lake Tapawingo, Fort Osage, Buckner, Sibley, Sugar Creek, Levasy, Sni-a-Bar, Rivetbend, Blue Township, Lotawana, Lake Winnebago, Gladstone, Pleasant Valley, Claycomo, Randolph, Birmingham, Liberty

Interests

Interests Overview: The distribution of Sessions (or other key metrics) on your property by the top-10 interests in Affinity Categories, In-Market Segments, and Other Categories.

Affinity Categories (reach): Acquisition, Behavior, and Conversions metrics broken down by Affinity Categories.

In-Market Segments: Acquisition, Behavior, and Conversions metrics broken down by In-Market Segments.

Other Categories: Acquisition, Behavior, and Conversions metrics broken down by Other Categories.

ATTACHMENT 4

Summit Technology Academy Missouri Innovation Campus Letter of Support

10-1-20

To: The Missouri Department of Higher Education:

As the Director and Principal of the Summit Technology Academy (STA) at the Missouri Innovation Campus in Kansas City, I am writing this letter of support for the Respiratory Therapy Baccalaureate degree proposal at Metropolitan Community College.

STA at Missouri Innovation Campus (MIC) provides innovative educational opportunities to thousands of students and adults in the Greater Kansas City area with a new model for education in Missouri that focuses on student outcomes and workforce needs. The state-of-the-art facility provides an effective, innovative learning environment in which students will pursue exciting educational opportunities in areas that are in high demand while empowering and instilling confidence in students so that they may enjoy a successful college completion path, ultimately contributing to a strong Missouri economy.

We already have an existing relationship with MCC in which they deliver college courses to our students while they are still in high school. We pledge to partner with MCC in promoting the new MCC Respiratory Care program to our students as another option for post-secondary education. We have a strong Allied Health preparedness program at STA and this population of students would provide an excellent pool of potential applicants for the MCC program.

I highly support the MCC Respiratory Care Baccalaureate Degree Program and believe the implementation of this program will provide many students a wonderful opportunity to pursue a career in that field.

Respectfully,



Jeremy Bonnesen, Ed.D.

STA Director/Principal

816-986-3414 sta.lsr7.org



SUMMIT TECHNOLOGY
ACADEMY

Academics Amplified. Professions Launched.

ATTACHMENT 5

Clinical Partner Letters of Support for Program



Centerpoint Medical Center
19550 East 39th Street, Suite 425
Independence, MO 64057

July 06, 2021

Dear Sue Gochis,

Centerpoint Medical Center is pleased to support Metropolitan Community College's (MCC) proposal to develop a respiratory therapy program at the bachelor's degree level through the Missouri Department of Higher Education. The College's proposed expansion of its Allied Health program is a timely and practical way to address the critical shortage of respiratory therapists (RT) in the Kansas City Metropolitan area.

RTs comprise a critical sector of the allied health care team and the increased need for RTs continues to grow. Centerpoint Medical Center staff actively work in patient-care settings, including intensive care units, pulmonary care, emergency department, and specific outpatient clinics. A program that would allow additional training and expertise would be a tremendous asset to our organization and benefit patient care.

As an employer of more than 1700 health care professionals, we can attest to the dire need for qualified registered respiratory therapists. This proposal is an essential step in training new and existing RTs. Centerpoint Medical Center will actively support MCC in its endeavor by offering clinical rotations and other appropriate support.

MCCs proposal has our full support. We look forward to working with you in the future.

Sincerely,

Caren Meyers



Caren Meyers, MHA, BS RRT
Manager, Respiratory Services
Centerpoint Medical Center
19550 East 39th Street, Suite 425
Independence, MO 64057
caren.meyers@HCAMidwest.com
(816) 698-8241 o (816) 698-8242 f
www.centerpointmedical.com

Dear Sue Gochis,

Kindred Hospital Northland is pleased to support Metropolitan Community College's (MCC) proposal to develop a respiratory therapy program at the bachelor's degree level through the Missouri Department of Higher Education. The College's proposed expansion of its Allied Health program is a timely and practical way to address the critical shortage of respiratory therapists (RT) in the Kansas City Metropolitan area.

RTs comprise a critical sector of the allied health care team and the increased need for RTs continues to grow. Kindred Hospital Northland's staff actively work in patient-care settings, including intensive care units, pulmonary care, and we are a focused ventilator hospital that needs their support. A program that would allow additional training and expertise would be a tremendous asset to our organization and benefit patient care.

As an employer of more than 160 health care professionals, we can attest to the dire need for qualified registered respiratory therapists. This proposal is an essential step in training new and existing RTs. Kindred Hospital Northland will actively support MCC in its endeavor by offering clinical rotations and other appropriate support.

MCC's proposal has our full support. We look forward to working with you in the future.

Sincerely,



Laura Inge, MSN, RN, CENP



Paul D. Kempinski, MS, FACHE
President and Chief Executive Officer
Phone: (816) 234-3650
Fax: (816) 842-6107

June 30, 2020

Dr. Kimberly Beatty
Chancellor
Metropolitan Community College
3200 Broadway Boulevard
Kansas City, MO 64111

Dear Chancellor Beatty,

Children's Mercy, Kansas City is pleased to support the proposal by Metropolitan Community College (MCC) and its partner community colleges for the development of a respiratory care program at the bachelor's degree level through the Missouri Department of Higher Education. The College's proposed expansion of its health professions workforce programs is a timely and practical way to address the critical shortage of healthcare professionals in the Kansas City metropolitan area.

Children's Mercy is recognized as one of the nation's top pediatric hospitals, according to U.S. News & World Report's 2020-2021 "Best Children's Hospitals" report. Being a leader in children's health means doing our part to make sure the Kansas City region is a healthy place to grow up. Children's Mercy engages in meaningful programs, opportunities, and partnerships that improve the lives of children beyond the walls of our hospital. These initiatives help support the hospital's mission and bring solutions to some of our community's most pressing health issues.

The Children's Mercy Respiratory Care staff actively works in all patient-care settings, including the intensive care units, emergency department, and certain outpatient clinics. Services are provided 24 hours a day in all departments at both our Adele Hall and Kansas campuses. Respiratory therapists work closely with the Sections of Neonatology, Pulmonology and Critical Care Medicine, as well as provide routine care on the medical/surgical floors. As an employer of more than 8,500 healthcare professionals, we can attest to the dire need for qualified registered respiratory therapists.

Children's Mercy will actively support MCC in its endeavor by offering clinical rotations and other appropriate support.

We look forward to working with you in addressing our region's health sciences workforce pipeline issues.

Sincerely,

Paul Kempinski, MS, FACHE
President and Chief Executive Officer
Alice Berry, DDS, and Katharine Berry, MD Endowed Chair
in Executive Leadership



Executive Office

May 8, 2020

Kimberly Beatty, PhD.
Chancellor
Metropolitan Community College
3200 Broadway
Kansas City, MO 64111

Dear Dr. Beatty,

Truman Medical Center (TMC) is pleased to support Metropolitan Community College (MCC) and its partner community colleges proposal for the development of respiratory care program at the bachelor’s degree level through the Missouri Department of Higher Education. The College’s expansion of its health professional workforce programs is a timely and practical way to address the critical shortage of health care professionals in the Kansas City metropolitan area.

TMC is an essential hospital and academic medical center, delivering services to residents primarily in the greater Kansas City area. Serving the health care needs of urban, suburban and rural communities. TMC includes two hospitals and multiple health service organizations. Services include inpatient and outpatient care, primary care, community health and wellness, workplace health, home health, community mental health, rehabilitation and long-term care.

As an employer of more than 4,500 health care professionals, we can attest to the dire need for qualified respiratory therapists.

TMC will actively support MCC in this endeavor by offering clinical locations, offering internships and interviewing qualified candidates who complete.

We look forward to working with you in addressing our region’s health sciences workforce pipeline issues.

Sincerely,

Charlie Shields
Chief Executive Officer

Dear Sue Gochis,

Children's Mercy Hospital is pleased to support Metropolitan Community College's (MCC) proposal to develop a respiratory therapy program at the bachelor's degree level through the Missouri Department of Higher Education. The College's proposed expansion of its Allied Health program is a timely and practical way to address the critical shortage of respiratory therapists (RT) in the Kansas City Metropolitan area.

RTs comprise a critical sector of the allied health care team and the increased need for RTs continues to grow. Children's Mercy staff actively work in patient care settings, including intensive care units, extracorporeal membrane oxygenation (ECMO) teams, critical care transport, pulmonary care, emergency department, and specific outpatient clinics. A program that would allow additional training and expertise would be a tremendous asset to our organization and benefit patient care.

As an employer of more than 130 respiratory therapists, we can attest to the direct need for qualified registered respiratory therapists. This proposal is an essential step in training new and existing RTs. Children's Mercy will actively support MCC in its endeavor by offering clinical rotations and other appropriate support.

MCC's proposal has our full support. We look forward to working with you in the future.

Sincerely,

Emily L Wilkinson MBA, RRT-NPS, CPHQ

Respiratory Care | Department Director

Children's Mercy Kansas City

P: (816) 234-3067 | Ext: 53067

E: elwilkinson@cmh.edu | W: childrensmercy.org

2401 Gillham Road | Kansas City, MO 64108

ATTACHMENT 6

Proposed Program of Courses

<i>Course</i>	<i>Number</i>	<i>Credits</i>
<i>Semester 1</i>		
Composition and Reading I	ENGL 101	3
Introduction to U.S. National Politics	POLS 136	3
Medical Terminology	BIOL 150	2
General Biology	BIOL 101	5
Introduction to Health Professions	HLSC 100	2
		15
<i>Semester 2</i>		
Introductory Chemistry for Health Sciences	CHEM 105	5
Anatomy and Physiology for Health Professions	HLSC 108	4
General Psychology	PSYC 140	3
Fundamentals of Human Communication	COMM 102	3
		15
<i>Semester 3</i>		
Contemporary Social Issues	SOCI 163	3
Statistics	MATH 115	3
Patient Care Basics	RSPC 200	2
Patient Care Basics Lab	RSPC	1
Microbiology	BIO 208	5
Clinical Research and Documentation	EMS 201	1
		15
<i>Semester 4</i>		
Respiratory Care Pharmacology I	RSPC 445	2
Respiratory Assessment and Treatment I	RSPC 320	3
Respiratory Assessment and Treatment I Lab	RCSP	2
Cardiopulmonary Care	RSPC 425	3
Clinical Practice I (120hrs - 8hr/week)	RSPC 250	4
		14
<i>Semester 5</i>		
Respiratory Care Pharmacology II	RCSP	2
Mechanical Ventilation	RCSP 344	3
Mechanical Ventilation Lab	RCSP	2
Clinical Practice II (210hrs - 14hr/week)	RSPC 350	7
		14
<i>Semester 6</i>		
Respiratory Assessment and Treatment II	RSPC 322	3
Pediatric and Neonatal Care	RSPC 341	3
Advanced Cardiopulmonary Care	RSPC 426	3

Clinical Practice III (210hrs - 4hr/week)	RSPC 351	7	16
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Semester 7

Senior Care	RSPC 442	2	
Leadership and Management Trends	RSPC 360	3	
Patient Education	RSPC 480	2	
Clinical Practice IV (240hrs - 16hr/week)	RSPC 450	8	15

Semester 8

Case Management in Respiratory Care	RSPC 340	3	
Ethics	PHIL 203	3	
Current Issues in Respiratory Care	RSPC 495	2	
Clinical Practice V (240hrs - 16hr/week)	RSPC 455	8	16

Total credits			120
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ATTACHMENT 7

CoARC Outcomes Threshold Grid

Outcomes Thresholds Grid

PROGRAM OUTCOME	CUT SCORE/DEFINITION AS OF March 14, 2020	THRESHOLD AS OF March 14, 2020
TMC High Cut Score Success	<p>NBRC high cut passing score (set by NBRC)</p> <p>Determined by calculating the percentage of program graduates who achieved the high cut score {i.e. dividing the number of program graduates achieving the high cut score (numerator) by the total number of graduates (denominator)} in each three-year reporting period.</p>	60% of total number of graduates achieving the high cut score (3-year average).
RRT Credentialing Success	<p>N/A</p> <p>(programs are still be required to provide RRT outcomes data on annual reports, however, no accreditation actions will be taken based on RRT credentialing success).</p>	N/A
RPSGT/SDS Credentialing Success	<p>N/A</p> <p>(programs are still be required to provide RPSGT and/or SDS outcomes data on annual reports, however, no accreditation actions will be taken based on RPSGT or SDS credentialing success).</p>	N/A
Retention (Attrition)	<p>Programmatic retention: defined as the number of students formally enrolled* in a respiratory care program during a three-year reporting period who graduated from the program after completing all programmatic and graduation requirements, calculated as a percentage of the total number of students initially enrolled in that class.</p> <p>The total number of students enrolled includes those who successfully completed the program as well as students who left the program for academic reasons (failure to achieve minimum grade requirements, ethical, professional or behavioral violations or</p>	70%

	<p>violations of academic policies) that resulted in their expulsion from the program prior to graduation.</p> <p>Students are not included in the retention definition who:</p> <p>leave the program by the last day they are eligible for 100% tuition reimbursement within the first term of fundamental respiratory care core coursework**</p> <ul style="list-style-type: none"> • are in good academic standing who leave the program due to: financial, medical, or family reasons, military deployment, a change in their course of study, relocation to a different community, or reasons other than those described under academic reasons; are admitted to another educational program (same or different educational institution) prior to the scheduled graduation date of their RT class. <p>*Programmatic enrollment begins when a student enrolls in the first core respiratory care course (non-survey, non-prereq) available only to students matriculated in the respiratory care program. This may differ from the institutional definition of the enrollment or matriculation dates.</p> <p>**Fundamental respiratory care coursework is defined as: Professional coursework, focused on the preparation of the student as a competent Respiratory Therapist, as defined in CoARC Standard 3.01.</p>	
<p>Job Placement</p>	<p>Defined as a graduate who, within the three year reporting period, is employed utilizing skills within the scope of practice of the respiratory care profession (i.e., full-time, part-time, or per-diem).</p>	<p>N/A</p>
<p>Graduate Survey – Overall Satisfaction*</p>	<p>A rating of 3 or higher on a 5-point Likert scale for overall satisfaction. The calculation is as follows:</p>	<p>At least 80% of returned graduate surveys rating overall satisfaction</p>

	# surveys with scores greater than 3 # surveys returned – # surveys omitted	3 or higher on a 5-point Likert scale.
Graduate Survey – Participation	The total number of program graduates employed in respiratory care who return their graduate survey.	N/A
Employer Survey – Overall Satisfaction*	A rating of 3 or higher on a 5-point Likert scale for overall satisfaction The calculation is as follows: # surveys with scores greater than 3 # surveys returned – # surveys omitted	At least 80% of returned employer surveys rating overall satisfaction 3 or higher on a 5-point Likert scale.
Employer Survey – Participation	The total number of employers of program graduates who return their employer survey.	N/A

ATTACHMENT 8

Metropolitan Community College Phase I Revised Proposal



**Program application for a Bachelors' of Applied Science in
Respiratory Therapy**

**Metropolitan Community College
3200 Broadway
Kansas City, MO 64111
816-604-1000
www.mccckc.edu**

Part I: Rationale for Proposal

The mission statement for Metropolitan Community College (MCC) is “Preparing Students, Serving Communities and Creating Opportunities.” The MCC proposal for a baccalaureate program for Respiratory Care Practitioners (RCP’s) fully aligns with our District mission since there is a gap in the Kansas City community for training in respiratory therapy. MCC is committed to *preparing the future students* who will *serve the community* as healthcare professionals on the front line. The respiratory therapy program will *create opportunities* for the citizens in the Kansas City region by advancing education and creating a livable wage for participants. As respiratory therapy needs have increased with the spread of COVID, now more than ever, the community college mission of access and workforce training becomes necessary. The need for a baccalaureate program for RCP’s has grown significantly, both nationally and locally, and MCC is passionate about serving our community by creating this opportunity to prepare our students for a career in this field. In addition to the recommendation from the national respiratory care professional organizations for a requirement of a Bachelor of Science degree for credentialing, the recent COVID health pandemic has now moved the nation into a more urgent state for providing training in Respiratory Care. The U.S. Bureau of Labor Statistics estimates that the demand for respiratory therapists will grow 21% from 2018 to 2028. Additionally, the Missouri Economic Research and Information Center (MERIC) reports that healthcare is the top industry in the state and that the demand for qualified healthcare providers outpaces supply. The projected possibility of long-term, post-COVID respiratory illnesses has further increased the need. In addition to the demand for new professionals in this field, there will be large numbers of current Respiratory Care Practitioners who will need the additional education to meet the new proposed baccalaureate degree requirements. This will create new demand for education and training in the respiratory care field. The Jobs eQ Occupation Reports from the Spring of 2020 (Attachment A) document the need for Respiratory Therapists. A recent DHEWD document (Attachment B) includes a summary of regional and state supply and demand projections and indicates that the anticipated demand for practitioners by 2028 will be over 100% of the program completers from existing state programs. Additionally, while Concorde Career College, a proprietary school which is based in the Kansas City area, provides a respiratory care training program, they are not able to offer the Bachelor Degree for their students. Lastly, we simply don’t know what we don’t know as far as the possible increase in needs for respiratory care. With the “long-haulers” from COVID and other challenges post-COVID patients are experiencing, future growth and expansion of the program is a strong reality. All of this information illustrates that the MCC program will not cause any unnecessary duplication or competition with other institutions, but rather, the MCC program will help fill a projected shortfall in trained individuals in this area.

MCC has had many conversations with area K-12 partners who have expressed enthusiastic support for the program. An example of that support is provided in a letter from Dr. Jeremy Bonnesen, the principal and director of the Missouri Innovation Campus (MIC) program

(Attachment C). The MIC serves thousands of Kansas City area high school and adult students in their mission of providing career based educational opportunities for students and will be an excellent partner for MCC in this endeavor. With a new class cohort allowance of 24 students, growing to 96 total students in the program overall after four years, there will be a vibrant and continual applicant and graduate base for the program.

Local medical partners have pledged their endorsement of the program through letters of support indicating that they will provide clinical locations for the students. These partners are already assisting MCC allied health programs with clinical locations and have established relationships with MCC staff and faculty. Letters from Centerpoint Medical Center, Kindred Hospital, and Children's Mercy Hospital, and Truman Medical Center are included in Attachment D and demonstrate strong support in the Clinical part of the program.

Part II: Evidence of feasibility in collaboration with other institutions

There are no Missouri community colleges, state colleges, or universities in the Kansas City metropolitan area that currently offer a respiratory care Associate's and/or Baccalaureate degree. Furthermore, MCC has reached out to all metropolitan area public higher education institutions, and has discovered that there are none who are even planning to offer such a degree. The only Missouri public university within the Kansas City area is the University of Missouri Kansas City (UMKC). An acknowledgement communication from the UMKC Chancellor, Dr. Mauli Agrawal is provided and states that no local collaborative programming is possible. MCC also reached out to Missouri Western State University (MWSU) to examine a possible partnership. Both institutions agreed that it was not feasible for us to collaborate on this program given the divergent mission of the two college programs. The letters confirming this are included in Attachment E. It is for this reason that MCC is pursuing this opportunity alone as it is the only viable opportunity for Kansas City, Missouri students to access a program.

Part III: Alignment with Blueprint for Higher Education Goals

Attainment. MCC would be able to provide 24 additional seats for training in the state each year, building to a capacity of 96 students in the program by the fourth year. This will help reduce the shortfall of trained RCP's to the projected workforce need.

Affordability: MCC will offer the Respiratory Care Bachelor Degree at the current per hour tuition rate for the district, which is a fraction of the cost of attending a university. The cost per year in tuition and fees at UMKC is about \$20,200 whereas the cost of a year at MCC is about \$4,500. That is less than 1/4 of the cost of our nearest university! In addition, MCC offers many opportunities for financial aid and scholarships to students, making this a financially affordable opportunity for students.

Quality: Metropolitan Community College is fully accredited by the Higher Learning

Commission. MCC has a Health Sciences Institute which houses the Nursing Program, Allied Health, and Virtual Hospital, all of which have third party accreditation. The experience that MCC has in healthcare training and the relationships that already exist with health partners will be another asset for this program. The Respiratory Care program will work with the Commission on Accreditation for Respiratory Care (CoARC) for the baccalaureate accreditation process. CoARC is a national leader on accreditation standards for Respiratory Care programs and annually reviews program information each year to determine ongoing compliance with their accreditation standards, policies and procedures. MCC will also create and utilize an advisory committee for the program which will consist of medical professionals and licensed Respiratory Care Practitioners to ensure the program is current and relevant to the actual workforce needs. MCC will make a commitment to hire high quality faculty to implement the program and will abide by CoARC standards for the program leadership. MCC is committed to hiring only highly trained personnel who meet the necessary qualifications. Below is a listing of the qualifications for the proposed positions:

Standard 2.02/2.08: The Program Director (PD) and the Director of Clinical Education (DCE) must have at least an earned Master's degree from an academic institution accredited by a regional or national accrediting agency recognized by the United States Department of Education.

Standard 2.03/2.09: The PD and DCE must

- *hold a valid Registered Respiratory Therapist (RRT) credential and current state license.

- *have a minimum of four years' experience as an RRT with at least two years in clinical respiratory care

- *have a minimum of two years' experience teaching either as an appointed faculty member in a CoARC accredited respiratory care program or as a clinical instructor/preceptor for students of such programs

- *complete the CoARC key personnel training program.

Research and Innovation: Respiratory care organizations locally and across the nation support the baccalaureate degree. Because of this, there is a strong demand for research to be an essential part of the Respiratory Therapist (RT) curriculum. The baccalaureate program will allow time and space for this to take place. MCC students will be provided the necessary time and practice for learning the essential skill of research in the field. The curriculum will be coordinated with educational experts and RCP's in the field to ensure appropriate and relevant training, and comply with the Higher Learning Commission and CoARC standards.

Investment, Advocacy and Partnerships: MCC is uniquely positioned to meet the workforce demands and offer this opportunity for students successfully. The proposed baccalaureate program at MCC will build upon existing relationships with area medical providers to provide clinical opportunities for students. Additionally, these rich relationships with our medical partners will provide MCC students with opportunities to attend professional seminars taught by Respiratory Therapists. Our medical partners can provide equipment and supplies to the

program and will be important resources for faculty referrals to the program. Healthcare organizations continually ask community colleges to help develop a pipeline of skilled workers. MCC is ready to support this effort. There are many medical organizations who have expressed a willingness to support MCC in implementing the program. The letters of support from various medical partners was provided in Attachment D.

Part IV. Evidence of Institutional Capacity:

Academic Quality: MCC has been a proven educational institution for delivering high quality training in the medical field for many years. At this time, there are already 20 certificate and degree programs offered through MCC. These programs require a high level of reporting and proven, demonstrated success outcomes. Almost all are required to have a secondary accreditation in addition to the regular Higher Learning Commission accreditation process. The RT baccalaureate degree would meet the same rigor as the other programs and would follow the practices, policies and procedures which have proven success in other MCC allied health programs. Additionally, the District would comply with all CoARC accreditation standards.

The RT program would be housed at the MCC Health Services Institute (HSI), which is the primary home for healthcare training programs for the District. The HSI was remodeled in 2010 and the labs provide state-of-the-art training facilities for allied health students. Within the HSI, there is an accredited Virtual Hospital. In addition to the Virtual Hospital, there are other hands-on learning areas which create a simulated clinical environment where students use real clinical equipment and tools to practice patient care scenarios (Attachment F). MCC also has well established student support systems that accompany the instructional programs. These include financial aid support, enrollment assistance, dedicated allied health academic advising, resume development, HSI computer lab and printing use, tutoring, and extensive library and research access. The existing MCC partnerships with medical facilities in Kansas City provide excellent avenues to recruit and retain high level faculty who have expertise in Respiratory Care. The curriculum for the program will be developed in cooperation with CoARC standards, advisory councils, RT Faculty, and experts in the RT field and will align with required outcomes for the degree. The graduates of this program will be prepared to practice in areas of research, management, and clinical and outpatient education.

A proposed program course plan and curriculum is provided in Attachment F.

Fiscal Stability: The college is fiscally responsible and adheres to all requirements for audits and for demonstrating financial stability. The District is the oldest public institution of higher education in Kansas City, Missouri and was the first community college in the state. This long history demonstrates the stability of the district to persevere through various world events, local economic disruptions, enrollment variations, natural disasters, and most recently, a global pandemic. The District finances the majority of its operations through tuition and fees, the

local property tax levy, state aid and federal programs. For the fiscal year ending June 30, 2019, the District has recorded the portion of its revenue by amount and percentage from various sources as follows:

Table 1.0: Funding Sources for Metropolitan Community College

Source	Amount	Percent of Budget
Property Taxes	\$36,500,000	27.2%
State Revenue	\$30,800,000	23.0%
Tuition and Fees	\$24,000,000	17.9%
Federal Revenue	\$20,900,000	15.6%
Other	\$21,700,000	16.3%
Total Revenue	\$133,900,000	100%

Table 1.0 highlights the balance among the district revenue sources and is another example of the fiscal stability of the organization.

Table 1.0: Funding Sources for Metropolitan Community College

Source	Amount	Percent of Budget
Property Taxes	\$36,500,000	27.2%
State Revenue	\$30,800,000	23.0%
Tuition and Fees	\$24,000,000	17.9%
Federal Revenue	\$20,900,000	15.6%
Other	\$21,700,000	16.3%
Total Revenue	\$133,900,000	100%

Table 1.0 highlights the balance among the district revenue sources and is another example of the fiscal stability of the organization.

Recently, MCC was approved for a bond issuance in the amount of \$42,700,000. The bond was awarded to address the programmatic needs of the District and to enhance the existing infrastructure. Therefore, a portion of these funds can be allocated to assist the District in the development of the RT program.

The District is also just beginning a \$40,000,000 campaign for student scholarships and student programs. To date, we are halfway through our goal. Our community and alumni have long supported MCC students, and the District anticipates another solid showing from supporters in this next campaign cycle. MCC has, and continues to maintain, a balanced budget despite recent reductions in revenue sources. This demonstrates the District’s ongoing ability to maintain a healthy fiscal profile.

Administrative Support: As with all instructional programs at MCC, the organizational structure within the district provides a strong level of commitment needed for successful implementation and operation. MCC is fully committed to the RT program. Administration and staff support have been identified and will be put into place upon approval. The table below identifies those employees who will support and lead the program.

Table 2.0: Identified Positions to Support the Program
Vice Chancellor and Chief Academic Officer for the MCC District
President, Penn Valley (host campus) – Health Sciences Institute
Vice President, Penn Valley
Dean of Instruction and Student Services, Penn Valley
Director of Allied Health
Allied Health Administrative Assistant
Director of Medical Services
Director of Clinical Education (proposed)
Program Director of Respiratory Care (proposed)
Respiratory Care Program Full-Time Faculty (proposed)
Respiratory Care Program Adjunct Faculty (proposed)
Lab Specialist (proposed)

Budget: The district has made a commitment to support the program if approved and has identified fiscal and other resources for implementation and operations. The proposed operational budget is identified in the table below and was developed in comparison with other Respiratory Care Program budgets across the nation, along with MCC tuition and fee information.

Table 3.0: Proposed Budget for Respiratory Care Program at Metropolitan Community College

	FY22	FY23	FY24	FY25
REVENUE:				
District Resident Fee	97,593	195,168	292,752	390,336
Program Lab Fee	9,600	19,200	28,800	38,400
MCC Financial Support	40,000	40,000	40,000	40,000
Grant and Enhancement Funds			23,000	23,000
Total Revenue	\$147,193	\$254,368	\$384,552	\$491,736
EXPENSES:				
Full-Time Director of Clinical Education	70,000	70,000	70,000	70,000
Full-Time Program Director	80,000	80,000	80,000	80,000
Full-Time Faculty		80,000	160,000	160,000
Part-Time Faculty	25,000	15,000	15,000	15,000
Part-time Staff	9,000	9,000	12,000	12,000
All Benefits	60,000	90,000	120,000	120,000
Supplies - Instructional	12,000	12,000	7,000	7,736
Equipment and Equipment Maintenance	200,000	52,000	15,000	15,000
Dues and Membership	3,000	3,000	3,000	3,000
Travel and Conventions	6,000	6,000	6,000	6,000
Mileage	3,000	3,000	3,000	3,000
Total Expenses	\$468,000	\$420,000	\$491,000	\$491,736
Revenue less Expenses:	(320,807)	(165,632)	(106,448)	-0-

The MCC RT program is projected to be self-sustaining by year four of the program. The MCC foundation has planned to commit ongoing funding after year three to support the program from funds gathered through medical partnerships in the community. The program revenue and expenses are reflected in the table above, accounting for an additional cohort of 24 students each year until year four, for an eventual total of 96 students in the program.

ATTACHMENT 9

Comprehensive Review Documents

**Form 7: Comprehensive Review Checklist
Phase 2, External Review**

**Metropolitan Community College
Respiratory Care, Bachelor's Degree**

Criteria	Where Provided (Institution complete)	Current Status (External Review Team complete)	DHEWD Response
The review team included faculty experts in the discipline to be offered and administrators from institutions already offering the program in the discipline and at the degree level proposed (<i>required</i>)	DHEWD, Form #2 submitted May, 2021	The review team included four faculty from three different respiratory therapy bachelor's programs in MO and IL. Additionally, two respiratory therapy hospital department managers (1 adult, 1 pediatric) from the Kansas City, MO area served on the committee.	
The review team included at least one faculty member or administrator familiar with the degree/discipline from a community college (<i>strongly encouraged</i>)	DHEWD, Form #2 submitted May, 2021	The Director of Health Sciences from Metropolitan Community College served on the committee.	

The institution has the capacity to offer the new program, including <u>all</u> of the following:			
General resources (library, facilities, equipment, classroom/lab space, etc.)	Phase II, Criteria 4, pg.6	MCC has a long-standing history of providing a quality education, and currently offers multiple healthcare programs. In 2010 the Health Services Institute was remodeled to update the laboratories and classrooms and create an accredited virtual hospital. There are additional educational areas for clinical simulation and interprofessional education.	
Academic resources, including faculty and staff, that are appropriate for the program being proposed (e.g., faculty credentials, use of adjunct faculty, and faculty teaching workloads)	Phase II Criteria 5 pp 7-8	MCC understands the programmatic accreditation requirements for the respiratory care faculty and is committed to hiring experienced respiratory care educators as evidenced in the proposed budget. Additionally, MCC has a multitude of highly qualified existing faculty to support the general education portion of the curriculum.	

	Student service support	Phase II Criteria 4 pg.6	MCC currently has a fully functioning student support system including admissions, financial aid, academic advising, career services, counseling, IT and library resources.	
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DRAFT

<Metropolitan Community College> <Respiratory Care>, <Bachelor's Degree>

When approved for Phase 2, the proposing institution may contact Missouri institutions on **FORM 2** or out-of-state institutions (with the same institutional and/or programmatic accreditation) for recommendations to the external review team. The DHEWD will be copied on this correspondence.

Proposing institutions are expected to use external review team members from institutions currently offering the same or substantially similar program to the proposal, or are current industry professionals or practitioners in the field. Please include only one individual from the proposing institution to serve as a liaison to answer questions or concerns from the team. It is encouraged that each review team be comprised of 3 - 5 individuals, not including the proposing institution liaison.

DHEWD staff has final approval of all external review team members.

Name	Title	Institution	Institution Type	Email Address	Phone Number	Check the Category this Team Member Represents		
						Faculty	Administrator	Community College
Elayne Rodriguez	Director of Respiratory Care and Allied Health	Skyline College (CA)	Public	rodrigueze@smccd.edu	(787) 385-6297	X	X	X
Changiz Fardipour	Senior Director of Respiratory Therapy	Truman Medical Center (KCMO)	Private Not-for-Profit	Changiz.Fardipour@tmcmed.org	(816) 686-9670		X	
Rebecca Mansur	Program Director	SIU-Carbondale	Public	Beckymc78@gmail.com	(618) 924-4948	X	X	
Emily Wilkinson	Director of Respiratory Care	Children's Mercy Hospital (KCMO)	Private Not-for-Profit	elwilkinson@cmh.edu	(314) 800-8846		X	
Raymond Hernandez	Interim Director of Operations	Skyline College	Public	hernandezr@smccd.edu	(415) 260-8789	X	X	X
Monica Schibig	Associate Clinical Professor / Program Director for Respiratory Therapy	University of Missouri - Columbia	Public	schibigm@health.missouri.edu	(573) 882-9722	X	X	

Proposing Institution Liaison			
Name	Title	Email Address	Phone Number
Eve McGee	Director of Allied Health and Simulation	Eve.mcgee@mcckc.edu	816-604-4286

*The administrative rule that governs this process, 6 CSR 10-4.010, provides that the external review team must include faculty experts in the discipline to be offered and administrators from institutions that already offer programs in the discipline. For proposals in which a community college proposes to offer a bachelor's degree, DHEWD strongly encourages the proposing institution include at least one community college faculty member or administrator who is familiar with the degree/discipline on the external review team.

**It is strongly recommended review teams review the proposing institution's cost/revenue analysis and provide feedback regarding the analysis.

Please submit the CV for each reviewer as part of DHEWD review. Please affirm the reviewers each have the following:

	Yes	No
Credentials and extensive professional experience in teaching, research, or administration	x	
A disinterested professional commitment to the review process and to the task of rendering objective findings and recommendations based upon empirical evidence and informed judgments	x	
No conflict of interest with the proposing institution that may result in the reviewer unable to conduct an impartial review	x	
No present or recent connection with the institution under review	x	

FOR DHEWD USE ONLY

Do all proposed external review team members indicated on this form meet the criteria for approval? If not, DHEWD will contact the proposing institution to offer feedback on why a member is not approved and to request a new recommendation for an external review team member, if necessary to meet the need for a fair review.	Yes	No
X		

DHEWD Staff Who Will Attend External Review Team Meetings		
Name	Title	Email Address
Laura Vedenhaupt	Director of Academic Affairs	Laura.vedenhaupt@dhewd.mo.gov
		Phone Number (573) 751-8743

Review Team Resumes

Gochis,Suzanne M <Suzanne.Gochis@mcckc.edu>

Tue 5/25/2021 12:50 PM

To: Vedenhaupt, Laura <Laura.Vedenhaupt@dhewd.mo.gov>; Woody, Mara <Mara.Woody@dhewd.mo.gov>

 7 attachments (834 KB)

Elayne M Rodriguez Resume November 2020.docx; Rebecca Mansur Resume.docx; EVE McGee CV 051921 (1).pdf; CV-Schibig.docx; Resume Changiz Fardipour.docx; Emily Resume 5.24.21.docx; Resume Hernandez Resume 5.1.2021.pdf;

Hello. I'm attaching the resumes for the external review team. Thank you.

Sue

Sue Gochis

Vice Chancellor of Instruction

Metropolitan Community College

3200 Broadway, Kansas City, MO 64111

816-604-1033

suzanne.gochis@mcckc.edu

ATTACHMENT 10

Statutory Criteria Review

Metropolitan Community College

BAS, Respiratory Therapy

Criteria	Where Provided (Proposing institution cite form, document, and page #)	Status (DHEWD complete)
The institution has provided <u>all</u> of the following (unless not applicable)		
A comprehensive cost/revenue analysis summarizing the actual costs of the program and information about how the institution intends to sustain the program	MCC Phase II, pp 1-3 and Attachments 1 and 2	
Evidence indicating that there is sufficient student interest and capacity to support the program	MCC Phase II pp 3-4 and Attachment 3	
Where applicable, evidence of sufficient capacity for students to participate in clinical or other external learning requirements	MCC Phase II pg. 5 and Attachment 5	
Evidence that the institution has sufficient library resources, physical facilities, and instruction equipment	MCC Phase II pg. 6	
Where applicable, a description of accreditation requirements for the new program and the institution's plan for seeking accreditation	MCC Phase II pp. 7-8 and Attachment 7	
The institution has a clear plan to meet workforce needs, including <u>all</u> of the following:		
Aligning curriculum with specific knowledge and competencies needed to work in the field(s) or occupation(s) described in the workforce needs analysis	MCC Phase II pp. 7-8 Attachment 6	
Providing students with external learning experiences to increase the probability that they will remain in the applicable geographic area after graduation	MCC Phase II pp. 8-9	
A plan to assess the extent to which the new program meets the workforce need when implemented	MCC Phase II pp. 8-9	
The institution's plan will contribute substantially to the CBHE's <i>Blueprint for Higher Education</i>	MCC Phase II pp. 9-10	