

Crowder College – Carthage Technical Centers

Off-Site Center Proposal

Delivery Site:

Carthage Technical Centers
609 River Street (North)
1100 East Airport Drive (South)
Carthage, MO 64836

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

Cooperative Partners:

Carthage Chamber of Commerce
Carthage R-9 School District
City of Carthage

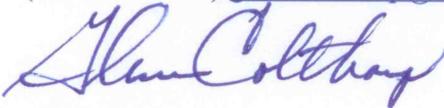
Authorization:

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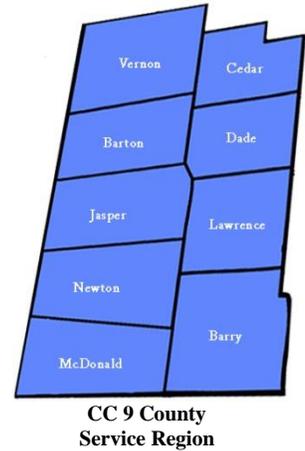
Attachments:

Letter of Support from the Carthage Chamber of Commerce
Letter of Support from the Carthage R-9 School District
Letter of Support from the City of Carthage
Letter of Support from Crowder College Foundation

**Proposal for Establishing a Residence Center at the Carthage Technical Centers
Submitted by Crowder College
to
Missouri Department of Higher Education**

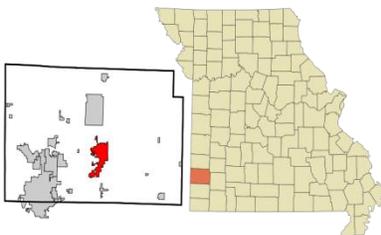
Overview.

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



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

CC is seeking approval of the Missouri Department of Higher Education (“MDHE”) to establish a residence center at the Carthage Technical Centers (North & South) (the “Carthage Site”) which is located in Jasper County. Through an existing partnership between CC and the Carthage R-9 School District, CC classes will be offered at the Carthage Site. It is CC’s intent for the Carthage Site to be utilized as an approved site, offering an Associate of Arts Degree [General Studies] (“AA”), the Emergency Medical Technician one-semester certificate program (“EMT”), and an Associate of Applied Science Degree in Fire Science (“FSCI”). The AA is offered at the main (Neosho) campus and all other approved sites as well as available totally online. EMT is also offered at the main (Neosho) campus as well as Cassville and Webb City. Once the Carthage Site is approved, CC plans to offer the classes for the FSCI degree program. Utilization of facilities at the Carthage Site will provide additional classrooms and computer labs for expanding the AA, EMT and FSCI courses to other areas. Less than fifty percent (<50%) of any program will be offered at the Carthage Site without prior approval by the MDHE and the Coordinating Board of Higher Education.



Located in the City of Carthage, Jasper County, the Carthage Site is not situated within the CC taxing district which is made up of Newton and McDonald Counties. CC will not be seeking financial support for the Carthage Site by the raising of local taxes in its current taxing district or the addition of fees from its service region now or in the near future.

Currently, funding for the Carthage Site is provided by CC’s main institution (Neosho). It is CC’s goal for the Carthage Site to be self-sustainable, with its

budget comprised of personnel costs and utilities, and sustained through revenue generated by student enrollment at the Carthage Site. The Carthage Site will have its own operating budget as prepared by the Service Region Coordinator and CC's Vice President of Finance, with final approval of the CC Board of Trustees.

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

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

CC's Mission Statement:

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

CC's Vision Statement:

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

As a college family, Crowder is continuously engaged in:

Caring: in honoring the inherent worth of each individual

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

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

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

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

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

CC has posted another semester of increased enrollment numbers for the spring 2013 semester. Total enrollment for this spring reached 4,976 students, an increase of 5.33% over this time last year. Credit hours also posted an increase of 3.86% over last spring with a total of 46,643. The Carthage Site will increase access for area high school students to pursue higher education opportunities through dual enrollment and dual credit, in addition to the A+ Program.

An innovative example of students "jump starting" their college education is the partnership Carthage High School and CC have created. Beginning summer 2013, CC and the Carthage High School will be offering highly motivated juniors and seniors the unique opportunity to complete their Associate of Arts degree in General Studies. Students will earn college credit at the same time they are completing their high school graduation requirements. Dual Credit classes allow students the opportunity to start their college education and save money since the tuition is discounted. Dual Credit tuition is only \$60 per credit hour. In addition, there are no fees, textbooks will be loaned but workbook and online passkeys must be purchased. Why is this important? In today's tough economy, students need every advantage they can receive. Taking college classes during high school not only prepares them to move on to a university, but it also gives them an advantage in the job market. There are testing score requirements for some classes, but a highly motivated student can take advantage of this tremendous opportunity and "jump start" their education.

The above-described partnership is another example of CC's creativity in providing quality services, creating accessible and affordable learning opportunities for its students in its service area communities. CC's commitment to offering academic scholarships and helping its students achieve professional success fulfills its Mission Statement.

2. Assessment of Need for the Carthage Site.

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

Student Enrollment and Demand. CC’s overall fall 2012 enrollment reflected 5,590 students of which 303 (or 5.4%) of the students had a Carthage address. CC began to “test the waters” in the fall of 2012 to see what kind of response and if there was a need in the area to open a CC residence

<i>Carthage Unduplicated Headcount by Semester</i>	Fall 2012 – 46 Spring 2013 – 89	<i>Total Unduplicated Students for Site</i> 119
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site (the Carthage Site). As shown in the table above, enrollment records kept by CC, clearly indicates the headcount almost doubling from the fall of 2012 to the spring of 2013. Enrollment for CC’s spring 2013 semester had 4,976 students of which 296 had a Carthage address or 5.9%.

<i>Carthage Credit Hours General By Semester</i>	Fall 2012 - 232 Spring 2013 - 544	<i>Total Credit Hours for the Site</i> 776
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The number of CC credit hours offered at the Carthage Site for the same time period shows an increase of 43%. CC anticipates

the number of credit hours will continue to rise as more students enroll at the Carthage Site.

Demographics of the Carthage Site. Although Carthage is the county seat and second largest city in Jasper County, it is still located within a mostly rural area. Based on data obtained from the *2010 Census*¹, the population of Carthage was 12,668 and included the following demographics:

<i>Med Age</i>	<i># <5 yrs</i>	<i># Individuals >18 yrs</i>	<i># Individuals >65 yrs</i>	<i># Individuals with HS Degree</i>	<i># Individuals with BS Degree or Higher</i>
35	940	9,450	2,333	5,760	1,144
Carthage as compared to the National Average		76%	18.4%	72%	14.3%
		74.3%	12.4%	80.4%	24.4%

The *2010 Census*² reported 5,913 or 60.7% of the Carthage population (as compared to 63.9% of the National Average) being in the labor force. Conversely 2,358 or 19.2% of the Carthage population (as compared to 12.4% of the National Average) were living below the poverty level.

Unemployment Rate – December 2012	
Location	Unemployment Rate
City of Carthage ³	5.3%
Jasper County ⁴	5.3%
State of Missouri ⁵	6.5%
United States ⁶	7.8%

¹ 2010 Census, <http://www.americantowns.com/mo/carthage/info>, February 26, 2013

² 2010 Census, <http://www.americantowns.com/mo/carthage/info>, February 26, 2013

³ www.homefacts.com/unemployment/Missouri/Jasper-County/Carthage, February 26, 2013,

⁴ MERIC, <http://missourieconomy.org/regional/profile/default.aspx?ac=2915000008>, February 26, 2013

⁵ U.S. Bureau of Labor Statistics, <http://www.bls.gov/news.release/pdf/laus.pdf>, February 26, 2013

⁶ U.S. Bureau of Labor Statistics, <http://data.bls.gov/timeseries/LNS14000000>, February 26, 2013

Since 2005, the unemployment rate in Carthage has ranged from 3.7% in April 2006 to 9.1% in June 2009 and the current unemployment rate of 5.3% in December 2012. True, the unemployment rate in the area is less than the national rate of unemployment, but when compared to the U.S. *natural* unemployment rate of 7.87%⁷, the numbers still reflect an area that has not fully bounced back from the economic downturn that began in late 2008. A major employer within the Carthage area is Leggett & Platt, which is a Fortune 500 company. Leggett & Platt is actually headquartered in Carthage and is best known for introducing its bedspring more than 125 years ago. Currently, Leggett & Platt designs and produces a wide array of products that are found in most homes, offices and vehicles.

Another major employer, H.E. Williams, Incorporated was founded by inventor and entrepreneur Harold E. Williams in 1921, with the company making gadgets and automotive accessories. Over 80 years later, the company is still family-owned and headquartered in Carthage. H.E. Williams designs and manufactures superior commercial lighting products, by making over 700 different fixture styles. At any given time H.E. Williams may employ 250-500 employees.

The majority of industries located in Carthage consist of food producers and processing plants. Food manufacturing companies such as Otts Foods, Schreiber Foods and Butterball are located in Carthage. Carthage is also home to several processing plants in and around the city which produce a great deal of slaughterhouse waste. In 2012, Jasper County employed an average of 2,891 food manufacturing workers with total wages of \$60,658,102.00, average weekly wagers of \$807.00 spread out over approximately 22 firms.⁸

In January of 2008, a new city-owned hospital, McCune-Brooks, opened. However, on May 22, 2011, Joplin was struck by a catastrophic EF5 multiple-vortex tornado. It was part of a larger late-May tornado outbreak sequence and reached a maximum width of nearly 1 mile during its path through the southern part of the city (Joplin). The tornado rapidly intensified and tracked eastward across the city, and then continued eastward across Interstate 44 into rural portions of Jasper and Newton Counties. Approximately 161 people were killed by the tornado, 1,100 were injured, and the damages were expected to cost up to \$2.8 billion. According to the National Weather Service, this tornado ranks as the seventh deadliest and costliest single tornado in US history.

The May 22, 2011 tornado impacted Jasper and Newton Counties, not only with physical and emotional traumas, but economic loss as more than 525 businesses were destroyed in Joplin. Mercy Hospital (previously known as St. John's Hospital) located in Joplin was totally devastated by the tornado, creating a serious burden for area hospitals. Mercy teamed up with McCune-Brooks Regional Hospital in Carthage to provide care for residents in both communities as well as the surrounding counties. On January 1, 2012, Mercy assumed operations of the 52-bed Carthage hospital, now known as Mercy McCune-Brooks Hospital.

It is important to recognize the many factors that led to CC's desire to open the Carthage Site (i.e., unemployment rates, poverty levels, educational attainment, types of industry and even the deadly Joplin tornado) and influenced its decision to apply for a residence center. Not only is the

⁷ <http://www.businessinsider.com/the-natural-rate-of-unemployment-in-2013-2013-2>, February 26, 2013

⁸ MERIC, <http://www.missourieconomy.org/industry/qcew/default.aspx>, February 26, 2013

Carthage Site a suitable fit for CC's Mission and Value Statements, but it will allow CC to continue to provide educational opportunities to residents of its 9-county service region. CC will be able to fulfill the changing needs and demands of a community that is in a new phase of its existence. By approving the Carthage Site, CC will be able to provide college classes that could be taken by high school students in the late afternoon and evening. This will help dual credit students complete more of their Associate degree before graduating high school.

3. Programs, Courses and Site Services Available at the Carthage Site.

Initially, less than fifty percent (<50%) of any program will be offered at the Carthage Site. It is anticipated that an Associate of Arts, select AAS and Allied Health/EMT certificate programs will be offered in the future based on student demand. Currently, CC is working toward offering a full complement of programs by the fall of 2014 with the appropriate program approvals being submitted prior to the offering of more than 50% of any program. CC does not expect to make any changes in the instructional methods, current course structure or support services available at the Carthage Site. Programs for approval in this proposal will not change the scope of services currently offered by CC at any of its sites.

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

CC's Student Handbook provides that "in each course and program, all endeavors will be concerned about, and committed to, the development of each individual's ability to master the content of offerings, make ethical decisions, develop analytical skills, cultivate physical health and well-being, develop self-worth, and learn the value of working together and serving others." CC recognizes a two-fold responsibility in its commitment to student growth and development, with the first being to assist in acquiring the skills and awareness needed to function as productive and responsible citizens and the second, to evaluate this progress so that both the student and CC are able to measure growth.

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

Courses. The Carthage Site will provide classrooms and computer labs to be utilized by students taking AA, developmental education, FSCI and Allied Health/EMT classes. In the fall

of 2012, CC began by offering the following courses at the proposed Carthage Site as either late afternoon or evening classes:

Course Code	Course Title	Credit Hours	Room
General Studies			
BSAD 125 01 CAR	Computer Application	3	TS115
COLL 101 01 CAR	College Orientation	1	TS116
EDUC 203 01 CAR	Foundations of Education	3	TS114
ENGL 100 01 CAR	Mechanics of Composition	3	TN112
ENGL 101 01 CAR	English Composition	3	TN114
HIST 106 01 CAR	U S History I	3	TN114
MATH 100 01 CAR	Intermediate Algebra	3	TN112
MATH 111 01 CAR	College Algebra	3	TN114
PE 113 01 CAR	Lifetime Fitness and Wellness	2	TS114
SPCH 101 01 CAR	Speech	3	TS200
*Developmental Education Classes (Do not fulfill degree requirements)			
*MATH 060 01 CAR	Pre-College Math I	3	TN102
*MATH 070 01 CAR	Pre-College Math II	3	TN102

All of the above-listed classes are AA or developmental education courses. CC had 46 students enrolled, taking a total of 232 credit hours, averaging 5 credit hours per student for the fall 2012 semester. Of course, some students took more than 5 hours and it is probable that some students took less than 5 credit hours.

In the spring of 2013, it is anticipated the following courses will be offered at the proposed Carthage Site, including those required for EMT, as either late afternoon or evening classes:

Course Code	Course Title	Credit Hours	Room
General Studies			
BIOL 101 01 CAR	Biology	5	TS124
COLL 101 01 CAR	College Orientation	1	TS116
ENGL 101 01 CAR	English Composition	3	TN111
ENGL 102 01 CAR	Advanced English Composition	3	TN115
MATH 100 01 CAR	Intermediate Algebra	3	TN102
MATH 111 01 CAR	College Algebra	3	TN102
PE 113 01 CAR	Lifetime Fitness and Wellness	2	TN115
PLSC 103 01 CAR	National, State, Local Government	3	TS114
SPCH 101 01 CAR	Speech	3	TS114
Business Courses			
BSAD 108 01 CAR	Personal Finance	3	TN111
BSAD 125 01 CAR	Computer Applications	3	TS200
BSAD 150 01 CAR	Intro to Business	3	TN111

Course Code	Course Title	Credit Hours	Room
Allied Health/EMT, Fire Science and Public Safety Courses			
EMT 101 01 CAR	EMT 101	9	TN108
FSCI 111 02 CAR	Firefighter I & II	6	TN115
*Developmental Education Classes (Do not fulfill degree requirements)			
*MATH 060 01 CAR	Pre-College Math I	3	TS200
*MATH 070 01 CAR	Pre-College Math II	3	TS200

EMT is available in both day and night classes at the CC main (Neosho) campus and offered as night classes in Cassville and Webb City. The one semester (16 weeks) class meets three days per week. Students must be 18 years of age. The EMT certificate contains 36 ambulance hours, 12 ED hours and four 911 Call Center hours are required. Hospital and ambulance rotations are available in Joplin, Aurora, Monett, Anderson and Neosho. Expansion of EMT to the Carthage Site is a natural evolution based on the proximity to local hospitals. It is anticipated that employment of EMTs and paramedics in Missouri alone will have increased by 13% from 2008 to 2018 due to job growth and net replacement, with a 33% increase for the same period across the United States.⁹

FSCI class(es) will be initially offered in the spring 2013 semester at the proposed Carthage Site to determine the demand for this program. FSCI 111 places emphasis on the skills and related information necessary to develop a recruit firefighter into a usable member of the firefighting team. The course is divided into 21 subject areas. Recruit firefighters will gain essential knowledge through both lecture and practical skill development. Topics include: fire behavior, building construction, firefighter safety, rescue, extrication, fire control, hazardous materials, and EMS. Successful completion of this course will prepare recruit firefighters for the International Fire Service Accreditation Congress (IFSAC) Certifications for Firefighter I, Firefighter II, Hazardous Materials Awareness, and Hazardous Materials Operations.

Carthage Site Services. The Service Region Coordinator (the “Coordinator”) is located primarily at the Carthage Site and she is responsible for its day-to-day operations. The Coordinator works closely with Division Chairs to select and match the most qualified instructor for classes to be taught at the Carthage Site. In an effort to assist the students be connected to CC’s main campus in Neosho, the Coordinator offers two to three workshops per semester especially designed for these students. It is very important to the success of the Carthage Site students that they develop and maintain close ties to the main (Neosho) campus. Some of the workshop topics have included (i) financial aid assistance, led by CC’s Financial Aid Director, (ii) using the Crowder 1 Card, led by CC’s Accounts Receivable Manager and (iii) basic study skills (led by the Director of the ARC). All of these services are integral to the student’s success at CC, no matter what location they choose to attend.

Student Services. CC offers a full selection of education and training courses to serve both traditional and non-traditional students who may be underprepared to enter college. CC provides its students with a variety of assistance and resources that include, but are not limited to tutoring, make-up testing, special accommodations testing, a computer lab, retention and student

⁹ www.careerinfonet.org, February 28, 2013

success services, as well as information for transfer services. The Academic Resource Center (“ARC”) located at the main (Neosho) campus also serves as a valuable resource to faculty and staff at all CC campuses. Assistance with the admission process is the initial service offered through academic assessment and placement. The ARC staff is eager to assist students who desire to arrange tutoring, testing, or supplemental instruction. The PLATO Learning Systems and HAWKES math software is available in the computer lab for all students.

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

University of Missouri*	University of Missouri – Kansas City	Missouri Southern State University*
Missouri State University*	Missouri University of Science & Technology*	College of the Ozarks
John Brown University	University of Arkansas*	Pittsburg State University*
Kansas State University	University of Oklahoma – Tulsa	University of Oklahoma – Tulsa
Oklahoma State University	Oklahoma State University – Tulsa	Northeastern State University
Baker University*	Central Methodist University*	American Public University*
The University of Phoenix*		
<i>*Denotes formal Articulation Agreement in place with CC</i>		

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

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

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

Class Size. Even with all of CC’s growth in the past couple of years, CC has maintained an average class size of 17 students. An excellent faculty/student ratio helps make instructors

more accessible, and CC has a tradition of providing students with the type of friendly atmosphere we describe as the "Crowder Family."

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

Duplication. There is no other post-secondary presence in the city of Carthage. Missouri Southern State University, a 4-year state funded university, located in Joplin, is approximately 22 miles from Carthage. Drury University, a private, liberal arts 4-year institution located in Springfield, has a campus location in Monett approximately 37 miles from Carthage. Wentworth Military Academy & College, a private 2-year college located in Lexington, has a campus location in Lamar, approximately 24 miles from Carthage. Due to the proximity of these other institutions to the Carthage Site, approval of this site will not raise any question of duplication of services in the Carthage area.

Collaboration. Letters of support from the Carthage Chamber of Commerce and the Carthage R-9 School District exhibit the type of support, partnerships and collaboration necessary to make the Carthage Site a success. CC prides itself in its capabilities of providing an affordable educational option for community members within in its service region. A better educated community leads to more training and a more skilled and higher quality workforce in the region.

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

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

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

5. Carthage Site Evaluation, Operations and Managerial Responsibilities.

Operations/Managerial Responsibilities. The Coordinator is a full-time position and she is responsible for day-to-day operations and management of the Carthage Site. The Coordinator reports directly to the Associate Vice President of Academic Affairs. The Coordinator works closely with the Associate Vice President, the Vice President of Academic Affairs and the Division Chairs to create the class and/or program schedule for the Carthage Site. The Coordinator is responsible for overseeing buildings, planning events, assigning classrooms and seeing to the needs of the students enrolled at the Carthage Site. The Coordinator also works closely with the Carthage Technical Centers' Director to plan and evaluate needs that may arise of the Carthage Site.

Budget. The Coordinator and the Vice President of Finance will work together to create and submit a budget for the Carthage Site which will ultimately be approved by the CC Board of Trustees. Budgets are prepared, submitted and approved on a yearly basis.

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

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

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

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

Carthage Technical Centers' Director on planning and evaluating the needs and success of the Carthage Site.

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

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

CC is not limited in the number of students to be enrolled at the Carthage Site. Since we are utilizing space at the Carthage Technical Centers, the Coordinator works closely with the Technical Center Director on the needs of the proposed site as well as the students' needs. CC is able to utilize classroom and lab space as needed for its afternoon and evening class offerings. The Coordinator and the Technical Center Director have a very close relationship and the Director has been very responsive to our needs, quick to offer suggestions and solutions.

Student Retention Projections.

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

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

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

Retention projections for the Carthage Site will be a “*work in progress.*” Currently, only ten (10) courses (consisting of AA and EMT courses) are offered at the Carthage Site. If a student enrolls at the Carthage Site and intends to complete a degree and/or certificate other than in AA, EMT (and soon FSCI), he/she may continue taking classes at the main (Neosho) campus, Nevada, Webb City and/or Cassville sites, depending on what degree is being sought or students can also complete their course work online.

7. Conclusion.

As with other CC campuses, the Carthage Site will provide high value and high quality educational opportunities to both traditional and non-traditional students. Students living close to the Carthage Site will be find the location attractive allowing them to save valuable time and transportation costs driving to the main (Neosho) campus for AA, Allied Health/EMT and/or

FSCI courses. The cost savings associated with their educational achievement will potentially create an increase in the disposable income of the community members served at the Carthage Site. In addition, approval of the Carthage Site will provide a positive and much needed injection of additional funds into the local economy, not to mention the economic development of the area.

As previously mentioned above, CC's partnership with the Carthage School District offering select juniors and seniors the opportunity to complete an AA at the same time they complete their high school graduation requirements is a perfect alignment. This type of partnership furthers CC's goal of continuing to meet the needs of its community members. The fact that the tuition is discounted (\$60 per credit hour), there are no fees, textbooks will be loaned and only charging for workbook and online passkeys, the students (and their parents/families) attending Carthage High School will receive a quality post-secondary education will reaping the economic benefits of this partnership.

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

CC views the Carthage Site as one of high potential with excellent prospects of sustainability. The Carthage Site has been very well received by the community and has received very good publicity. Donors in the area have made significant contributions toward scholarships for Carthage students, further solidifying the communities' commitment to the Carthage Site.

ATTACHMENTS

Letter of Support from the Carthage Chamber of Commerce

Letter of Support from the Carthage R-9 School District

Letter of Support from the City of Carthage

Letter of Support from Crowder College Foundation

January 24, 2013

To Whom It May Concern:

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

We know that our businesses benefit from this education and training with a more skilled, higher quality workforce. By Crowder having the ability to add additional classes and degrees, it will make the workforce even stronger in our area and allow current businesses to expand and new businesses to locate to this area.

Our organization will work with Crowder College as they begin to establish an additional site in the local area. We are available to offer advice and provide resources to support this endeavor.

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

Sincerely,



Mark J. Eliff
President/Economic Development Director



Carthage R-9 School District

Dr. Blaine Henningsen
Superintendent

Dr. Mark Baker
Assistant Supt/Business

... Inspiring Excellence
Deborah Swarens
Assistant Supt/Instruction

March 13, 2013

To Whom It May Concern:

We appreciate the opportunity to assist Crowder College in its quest to provide education and training for the citizens of Carthage. The Carthage R-9 School District is supportive and committed to this effort and pleased to be working with Crowder College in our local community. We hope to benefit from this education and training with a more skilled, higher quality workforce.

We will work with Crowder College as they begin to establish an additional site in the Carthage area. We are eager to lend advice and provide resources to support this endeavor.

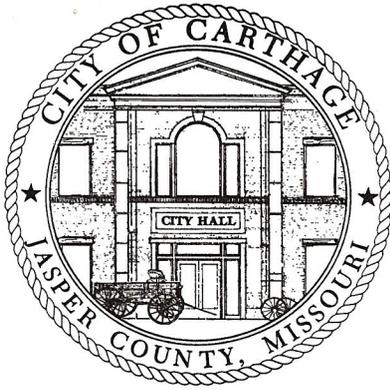
Please consider this letter as a testament to our support for Crowder College offering quality degree programs in our region.

Sincerely,

A handwritten signature in black ink that reads "Blaine Henningsen". The signature is written in a cursive style.

Blaine Henningsen, Ed.D.
Superintendent

bh/qb



The City of Carthage

"America's Maple Leaf City"

326 Grant St., Carthage, MO 64836 (417) 237-7000 FAX (417) 237-7002

January 23, 2013

To Whom It May Concern:

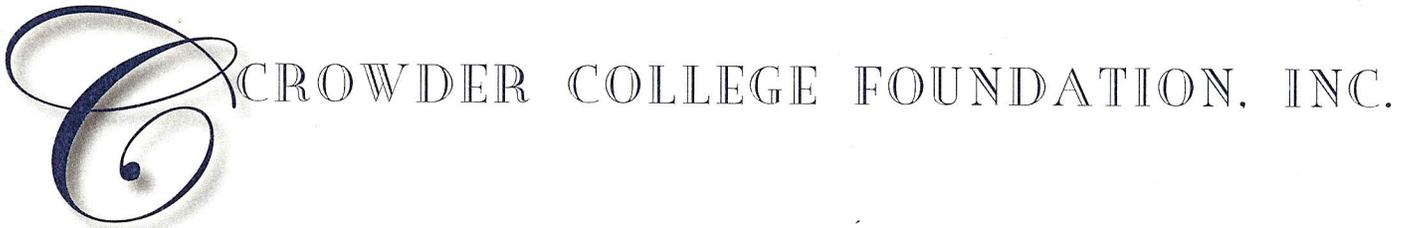
We appreciate the opportunity to assist Crowder College whenever the opportunity presents itself and especially in the education and training of citizens in the City of Carthage, and all of our respective departments, are very supportive of and committed to this effort and pleased to be working with the Crowder College in our local community. We hope to benefit from this education and training with a more skilled, higher quality workforce.

Our entire organization will work with Crowder College as they begin to establish an additional site in the local area. We are eager to lend advice and provide resources to support this endeavor.

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

Sincerely,

J. Michael Harris
Mayor
Carthage, Mo.



March 18, 2013

To Whom It May Concern:

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

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

The Centers support the Crowder College mission in providing quality, affordable education to the nine-county service area in the most basic of all means—**Accessibility**.

The Crowder College Foundation, Inc. was established in 1965 as a not-for-profit, tax exempt organization that receives and administers contributions solely for the support of the College and its students. It is governed by a volunteer Board of Directors and all gifts made to it are tax deductible. The funds it receives are kept in account outside of the College budget and are audited annually by an outside agency. Last year, the Foundation funded \$288,000 in student scholarships.

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

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

Sincerely,

Jim Armstrong
Crowder College Foundation President

Pam Hudson
Crowder College Foundation Secretary

601 Laclede / Neosho, Missouri 64850 / 417-455-5646

A non-profit organization supporting the total program of education at Crowder College