

**Crowder College – Lamar Career and Technical Center**

**Off-Site Center Proposal**

**Delivery Site:**

Lamar Career and Technical Center  
4<sup>th</sup> & Maple  
Lamar, MO 64759

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

**Cooperative Partners:**

Barton County Chamber of Commerce  
Lamar R-1 School District  
City of Lamar

**Authorization:**

Alan D. Marble, Ph.D., President



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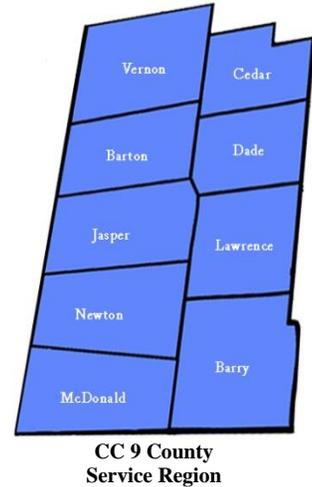
**Attachments:**

Letter of Support from the Barton County Chamber of Commerce  
Letter of Support from the Lamar R-1 School District  
Letter of Support from the City of Lamar  
Letter of Support from Crowder College Foundation

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

**Overview.**

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



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 Lamar Career and Technical Center (the “Lamar Site”) which is located in Barton County. Through a partnership with the Lamar Career and Technical Center and the Lamar R-1 School District, CC classes will be offered at the Lamar Site. It is CC’s intent for the Lamar Site to be utilized as an approved site, offering an Associate of Arts Degree [General Studies] (“AA”) and the Allied Health/Certified Nurse’s Assistant program certificate (“CNA”) along with the Emergency Medical Technician program certificate (“EMT”). The CNA and the EMT certificate programs can each be completed within one (1) semester. The AA is offered at the main (Neosho) campus and all other approved sites as well as available totally online. EMT is offered at the main (Neosho) campus as well as Cassville and Webb City. CNA is also offered at the main (Neosho) campus, Cassville, Webb City and Nevada sites. Utilization of facilities at the Lamar Site will provide additional classrooms and lab space for expansion of the AA, EMT and CNA programs into the Lamar, Barton County area. Less than fifty percent (<50%) of any program will be offered at the Lamar Site without prior approval by the MDHE and the Coordinating Board of Higher Education.



Located in the City of Lamar, Barton County, the Lamar 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 Lamar 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 Lamar Site is provided by CC’s main institution (Neosho). It is CC’s goal for the Lamar Site to be self-sustainable, with its budget comprised of personnel costs and utilities, and sustained through

revenue generated by student enrollment at the Lamar Site. The Lamar Site will have its own operating budget as prepared by the Service Region Coordinator (the “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 Lamar Site will increase access for area high school students to pursue higher education opportunities through dual enrollment and dual credit, in addition to the A+ Program. CC is currently working with the Lamar R-1 School District to implement the same type of program and partnership CC currently enjoys with the Carthage R-9 School District. This new partnership will allow highly motivated juniors and seniors the unique opportunity to complete their Associate of Arts degree in General Studies. Students will be able to 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 \$60 per credit hour. In addition, there will be no fees, textbooks will be loaned but workbook and online passkeys must be purchased. In today's tight 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 while still in high school.

CC is known for providing quality services, and creating accessible and affordable learning opportunities for students in its service area communities. The partnership mentioned above that is contemplated with the Lamar R-1 School District is another example of CC's creativity and willingness to think outside the box and support the students of its 9-county region. CC's commitment to offering academic scholarships and helping its students achieve professional success fulfills its Mission Statement.

## **2. Assessment of Need for the Lamar Site.**

As previously mentioned, courses and programs to be offered at the Lamar Site will consist of the AA, developmental education, and the Allied Health certificate programs of EMT and CNA, 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.

**Student Enrollment and Demand.** In the fall of 2011, CC began offering general studies classes and a CNA class at the Lamar Site on a trial basis. The one (1) CNA class (enrollment was limited to 15) held was filled to capacity. CC's overall fall 2012 enrollment reflected 5,590 students of which 183 (or 3.3%) of the students had a Lamar (Barton County) address. The following table reflects enrollment growth at the Lamar Site since that first class was offered in the fall of 2011:

<i>Lamar Unduplicated Headcount by Semester</i>	<b>Fall 2011</b>	<b>15</b>	<i>Total Unduplicated Students for Lamar Site</i> <b>179</b>
	<b>Spring 2012</b>	<b>76</b>	
	<b>Summer 2012</b>	<b>19</b>	
	<b>Fall 2012</b>	<b>56</b>	
	<b>Spring 2013</b>	<b>55</b>	

General studies and EMT classes began being offered at the Lamar Site in the spring of 2012 to see how those classes would be received and if there was a demand in the area to open a CC residence site (the Lamar Site). The Allied Health/CNA and EMT programs are both one-semester attainable certificates. EMT and CNA classes are offered at other CC sites so the classes offered at the Lamar Site will be scheduled based on student demand. As shown in the table above, enrollment records kept by CC, clearly indicates the headcount more than tripling from the fall of 2011 to the spring of 2013. Enrollment for CC's spring 2013 semester had 4,976 students of which 177 had a Lamar (or Barton County) address or 3.5%.

<i>Lamar General Credit Hours by Semester</i>	<b>Fall 2011</b>	<b>105</b>	<i>Total Credit Hours for the Lamar Site</i> <b>1,295</b>
	<b>Spring 2012</b>	<b>433</b>	
	<b>Summer 2012</b>	<b>74</b>	
	<b>Fall 2012</b>	<b>342</b>	
	<b>Spring 2013</b>	<b>341</b>	

The number of CC credit hours offered at the Lamar Site for the same time

period shows an increase of 31%. CC anticipates the number of credit hours will continue to rise as more students become aware of and enroll in classes at the Lamar Site.

**Lamar, Barton County Demographics.** Lamar is the County Seat and largest city in Barton County. Barton County is mostly rural. The following demographics were taken from the 2010 Census<sup>1</sup>:

	<b>Lamar</b>	<b>Barton County</b>	<b>Missouri</b>
<b>Population</b>	4,532	12,402	5,988,927
<b>Median Age</b>	39.6	40.3	37.9
<b># &lt; 5 yrs</b>	7.6%	6.5%	6.4%
<b># &lt;18 yrs</b>	28.6%	25.6%	23.5%
<b>#&gt; 65 yrs</b>	19%	17.3%	14.2%
<b>HS graduate or higher (25+ yrs)</b>	75.3%	85.4%	86.8%
<b>BS Degree or higher (25+ yrs)</b>	10.5%	14.8%	25.4%

4,756 or 38.3% of the Barton County population<sup>2</sup> (as compared to 63.9% of the National Average)<sup>3</sup> was in the labor force. Conversely 18.5% of the Barton County population (as

<sup>1</sup> U.S. Census Bureau, [www.quickfacts.census.gov/qfd/states/29/29011.html](http://www.quickfacts.census.gov/qfd/states/29/29011.html), January 26, 2013

compared to 14.3% of the Missouri Average), were living below the poverty level. In fact, according to Trend Data<sup>4</sup> from 2011 Missouri Kids Count:

Percent of students enrolled in free/reduced lunch 2006/2010		Trend Data	
		Base Year	Current Year
	MO	40.7%	46.8%
	Barton Co.	45.3%	54.4%

Since 2005 the unemployment rate in Lamar, Missouri has ranged from 4.2% in December 2006 to 13.4% in December 2007. The current unemployment rate for Lamar is 8.6% in December 2012. The unemployment rate in the Lamar area is higher than the national rate of unemployment, especially compared to the U.S. *natural* unemployment rate of 7.87%<sup>5</sup>. The numbers reflect an area that has not fully bounced back from the economic downturn beginning in 2008.

Unemployment Rate - December 2012	
Location	Unemployment Rate
City of Lamar <sup>6</sup>	8.6%
Barton County <sup>7</sup>	8.6%
State of Missouri <sup>8</sup>	6.5%
United States <sup>9</sup>	7.8%

Barton County’s rural economy is supported by a mix of agriculture, manufacturing, retail, and tourism. According to the Barton County Chamber of Commerce, at different times in the past decade, communities within Barton County have ranked as high as *first for sorghum production, second in the state for wheat production, fifth in grain sorghum production, and 23<sup>rd</sup> in soybean production*. It is estimated that Barton County exports approximately \$38M worth of agriculture products in a given year.

Lamar is considered to be a mostly rural area due to its agriculture producing capability. However, Lamar is headquarters to Thorco Industries, which is a leader in producing display point-of-purchase fixtures, shopping carts, and other merchandising goods for such national retail giants as Wal-Mart and Best Buy.

Many factors have led to CC’s desire to open the Lamar Site (i.e., unemployment rates, poverty levels, educational attainment, agricultural area and types of industry) and influenced its decision to apply for a residence center. Not only is the Lamar Site a suitable fit for CC’s Mission and Value Statements, but it will allow CC to continue to provide educational opportunities to

<sup>2</sup> MERIC, <http://missourieconomy.org/regional/profile/?ac=2915000008>, March 11, 2013

<sup>3</sup> U.S. Census Bureau, [www.quickfacts.census.gov/qfd/states/29/29011.html](http://www.quickfacts.census.gov/qfd/states/29/29011.html), January 26, 2013

<sup>4</sup> [http://mc2c2.missouri.edu/pub/webrepts/kidscnt/outcomes\\_facts/29011.html](http://mc2c2.missouri.edu/pub/webrepts/kidscnt/outcomes_facts/29011.html), March 11, 2013

<sup>5</sup> <http://www.businessinsider.com/the-natural-rate-of-unemployment-in-2013-2013-2>, February 26, 2013

<sup>6</sup> [www.bestplaces.net/economy/city/missouri/lamar](http://www.bestplaces.net/economy/city/missouri/lamar), March 11, 2013

<sup>7</sup> MERIC, <http://missourieconomy.org/regional/profile/default.aspx?ac=2915000008>, February 26, 2013

<sup>8</sup> U.S. Bureau of Labor Statistics, <http://www.bls.gov/news.release/pdf/laus.pdf>, February 26, 2013

<sup>9</sup> U.S. Bureau of Labor Statistics, <http://data.bls.gov/timeseries/LNS14000000>, February 26, 2013

residents of its 9-county service region. CC will be able to fulfill the changing needs and demands of a community that is struggling to keep its community members from leaving. By approving the Lamar 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 AA degree before graduating high school. CC currently offers dual credit programs for Lamar High School and Liberal High School students, both located in Barton County.

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

Initially, less than fifty percent (<50%) of any program will be offered at the Lamar Site. It is anticipated that an AA, select AAS and the Allied Health/CNA and 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 Lamar 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 Lamar Site have several options available to choose from. They may enroll (i) online at [www.crowder.edu](http://www.crowder.edu), (ii) in person at the main (Neosho) campus in the Admissions office or (iii) they can also enroll at the Lamar Site with the assistance of the Coordinator. Students applying for admission at the Lamar 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 Lamar Site will provide classrooms and computer labs to be utilized by students taking AA, developmental education and the Allied Health/CNA and EMT classes. In the fall of 2012, CC began by offering the following courses at the proposed Lamar Site as either late afternoon or evening classes:

Course Code	Course Title	Credit Hours	Room
<b>General Studies</b>			
BIOL 101 01 LAM	Biology	5	LH156
CHEM 101 01 LAM	Survey of Chemistry	5	LH156
COLL 101 01 LAM	College Orientation	1	LH116
ENGL 101 01 LAM	English Composition	3	LH108
ENGL 102 01 LAM	Advanced English Comp	3	LH108
MATH 111 01 LAM	College Algebra	3	LH113
PE 113 01 LAM	Lifetime Fitness and Wellness	2	LA102
PLSC 103 01 LAM	National, State, Local Government	3	LA123
SPCH 101 01 LAM	Speech	3	LH108
<b>Allied Health/CNA Courses</b>			
CNA 101 01 LAM	CNA Tech I	5	LA105
CNA 102 01 LAM	CNA Clinical Ex	2	LA105
<b>*Developmental Education Courses (Do not fulfill degree requirements)</b>			
*COMM 080 01 LAM	Introduction to Communications	2	LA114
*MATH 060 01 LAM	Pre-College Math I	3	LH116
*MATH 070 01 LAM	Pre-College Math II	3	LH116

CC had 76 students enrolled, taking a total of 342 credit hours, averaging 4.5 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 Lamar Site, including those required for the Allied Health/CNA and/or EMT programs, as either late afternoon or evening classes:

Course Code	Course Title	Credit Hours	Room
<b>General Studies</b>			
CHEM 101 01 LAM	Survey of Chemistry	5	LH156
COLL 101 01 LAM	College Orientation	1	LH116
ENGL 101 01 LAM	English Composition	3	LH115
ENGL 109 01 LAM	Introduction to Literature	3	LH115
MATH 111 01 LAM	College Algebra	3	LA102
PE 113 01 LAM	Lifetime Fitness and Wellness	2	LA102
PSYC 101 01 LAM	General Psychology	3	LA106
SPCH 101 01 LAM	Speech	3	LH108
<b>Allied Health/CNA Courses</b>			
CNA 101 01 LAM	CNA Tech I	5	LA105

Course Code	Course Title	Credit Hours	Room
CNA 102 01 LAM	CNA Clinical Ex	2	LA105
<b>*Developmental Education Courses</b> <i>(Do not fulfill degree requirements)</i>			
*MATH 060 01 LAM	Pre-College Math I	3	LH116
*MATH 070 01 LAM	Pre-College Math II	3	LH116

The Allied Health/EMT certificate program 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 the EMT program to the Lamar 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.<sup>10</sup>

The Allied Health/CNA certificate program will prepare students for growing employment opportunities for a CNA. The 16 hour certificate program is very fast paced, teaching basic medical skills such as vital signs, personal care, feeding and restorative care skills, and can be completed in one semester. The CNA program enables students to work in hospitals, clinics, nursing homes, and home health care. The CNA certificate offers excellent job opportunities as well as an average wage of \$8-12 per hour, frequently with benefits and opportunity for advancement. Flexible hours and short term training also make this type of position very appealing. Expected growth in job demand for CNA's is 18% through 2016 for nursing aides, orderlies and attendants. This would equate to more than 260,000 jobs across the country.<sup>11</sup>

**Lamar Site Services.** The Coordinator is located primarily at the proposed Carthage Site and she is responsible for the day-to-day operations of the Lamar Site. The Coordinator spends at least one day a week at the Lamar Site. The Coordinator works closely with Division Chairs to select and match the most qualified instructor for classes to be taught at the Lamar Site. In an effort to assist the students to be connected to CC's main (Neosho) campus, the Coordinator offers two to three workshops per semester especially designed for these students. It is very important to the success of the Lamar 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 success services, as well as information for transfer services. The Academic Resource Center

<sup>10</sup> [www.careerinfonet.org](http://www.careerinfonet.org), February 28, 2013

<sup>11</sup> Bureau of Labor Statistics Occupational Outlook Handbook 2008-09 Edition

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

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

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

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

The Lamar 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. Lamar 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 Lamar 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 Lamar offering two-year degree programs. Missouri Southern State University, a 4-year state funded university, located in Joplin, is approximately 46 miles from Lamar. Drury University, a private, liberal arts 4-year institution located in Springfield, has a campus location in Monett approximately 60 miles from Lamar. Wentworth Military Academy & College, a private 2-year college located in Lexington, has a campus location in Lamar, but according to Lamar city officials, this site will soon be closing. Due to the proximity of these other institutions to the Lamar Site, approval of this site will not raise any question of duplication of services in the Lamar area.

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

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

#### **5. Lamar 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 Lamar 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 Lamar Site. The Coordinator is also responsible for overseeing buildings, planning events, assigning classrooms and seeing to the needs of the students enrolled at the Lamar Site. The Coordinator also works closely with the Director and the Counselor of the Lamar Career and Technical Center to plan and evaluate needs that may arise at the Lamar Site.

**Budget.** The Coordinator and the Vice President of Finance will work together to create and submit a budget for the Lamar 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 Lamar Site will be the same for the faculty teaching at the main (Neosho) campus. Courses at the Lamar Site will be taught by full time and part-time or adjunct faculty. Faculty for courses offered at the Lamar 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 Lamar 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 Lamar Site.**

Each year an assessment of the success of the Lamar 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 Lamar 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 Lamar 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 Director of the Lamar Career and Technical Center on planning and evaluating the needs and success of the Lamar Site.

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

<b>Students</b>	<b>Year 1</b>	<b>Year 2</b>	<b>% Increase</b>	<b>Year 3</b>	<b>% Increase</b>
Full Time	60	70	16.7%	80	14.3%
Part-Time	45	60	33.3%	75	25%
<b>Total Enrollment</b>	<b>105</b>	<b>130</b>	<b>24%</b>	<b>155</b>	<b>19.2%</b>

CC is not limited in how many students can be enrolled at the Lamar Site. Since we are utilizing space at the Lamar Career and Technical Center, the Coordinator works closely with its Director and Counselor 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 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 Lamar Site will be a “*work in progress.*” Currently, only twelve (12) courses (consisting of AA, developmental education, Allied Health/EMT and CNA courses) are offered at the Lamar Site. If a student enrolls at the Lamar Site and intends to complete a degree and/or certificate other than in AA, Allied Health/EMT or CNA, he/she may continue taking classes at the main (Neosho) campus, Nevada, Webb City and/or Cassville sites, depending on what degree is being sought or students can also complete their course work online.

## **7. Conclusion.**

CC views the Lamar Site as one of high potential with excellent prospects of sustainability – it has been very well received by the community. As with other CC campuses, the Lamar Site will provide high value and high quality educational opportunities to both traditional and non-traditional students. Students living close to the Lamar Site will find the location attractive, allowing them to save valuable time and transportation costs driving to the main (Neosho)

campus for AA, developmental education, Allied Health/EMT and/or CNA 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 Lamar Site. In addition, approval of the Lamar 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 mentioned above, CC is in the process of developing a partnership with the Lamar R-1 School District similar to that with the Carthage R-9 School District, to allow highly motivated juniors and seniors the unique 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 Lamar High School will receive a quality post-secondary education will reaping the economic benefits of this partnership.

The Lamar 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 Lamar 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 is known for providing quality services, creating accessible and affordable learning opportunities for students in its service area communities. The partnership mentioned above that is contemplated with the Lamar R-1 School District is another example of CC's creativity and willingness to think outside the box to support the students of its 9-county region. CC's commitment to offering academic scholarships and helping its students achieve professional success fulfills its Mission Statement.

## **ATTACHMENTS**

Letter of Support from the Barton County Chamber of Commerce

Letter of Support from the Lamar R-1 School District

Letter of Support from the City of Lamar

Letter of Support from Crowder College Foundation



March 14, 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 our community. The Barton County Chamber of Commerce 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,

Cheryl Flores  
Office Manager  
Barton County Chamber of Commerce

LAMAR  
R-1 SCHOOL DISTRICT

BOARD OF EDUCATION

DENNIS W. WILSON, Ed.D.  
*Superintendent*

ZACH K. HARRIS, Ed.D.  
*Assistant Superintendent*

202 W. 7<sup>TH</sup>  
Lamar, Missouri 64759  
417-682-3527  
FAX: 417-682-6013  
[www.lamar.k12.mo.us](http://www.lamar.k12.mo.us)

BOARD OF EDUCATION  
Dale Norwood, President  
Kurt Swartz, Vice-President  
Danny Little  
Arty Torbeck  
Charles Winslow, DVM  
Karen Hines  
Randy Day

13 March 2013

To Whom It May Concern:

On behalf of the Lamar R-1 School Board, I want to express our appreciation and support of Crowder College being a community partner offering our students and community member's education and training through a diverse schedule of evening courses. Lamar R-1 is supportive and committed to our relationship with Crowder College. Our students benefit by being able to acquire college credits at home and some members of the community benefit becoming better trained and workforce ready.

Our district is eager to continue working with Crowder College and therefore this letter grants approval for the college to continue using our facilities for evening/night classes for the 2013-2014 school-year.

Sincerely,



Dennis W. Wilson, Ed.D.



*Birthplace of Harry S. Truman*

# City of Lamar

1104 BROADWAY LAMAR, MO 64759

Phone: 417-682-5554

Fax: 417-682-3288

March 18, 2013

To Whom It May Concern:

The City of Lamar welcomes the addition of Crowder College to our city. Your presence will allow our citizens to obtain additional education without having to travel and to reduce the cost of higher education in these difficult economic times.

Let us know if we can assist you in any way.

Yours truly,

CITY OF LAMAR

Lynn B. Calton, P.E., L.S.

City Administrator

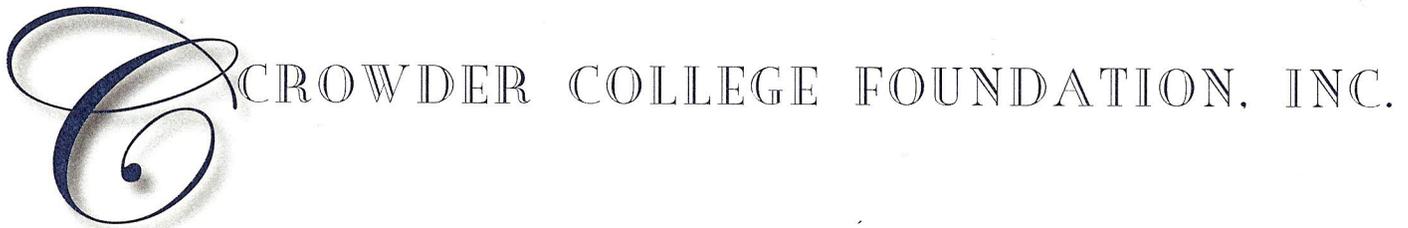
KEITH E. DIVINE  
MAYOR

LYNN CALTON, City Administrator

STEVEN KADERLY, City Attorney

TRACI COX, City Clerk

**MUNICIPALLY OWNED ELECTRIC,  
WATER AND SEWAGE SYSTEMS**



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