



Missouri Department of Higher Education

Building Missouri's future...by degrees

OFF-SITE DELIVERY OF AN EXISTING PROGRAM FORM

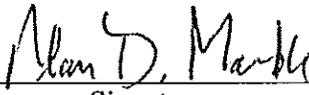
Sponsoring Institution (s): Missouri Southern State University
Name of Institution (Campus or off-campus residential center in the case of multi-campus institutions).

Program Title: Bachelor of Science in Business Administration
Degree/Certificate: Bachelor of Science in Business Administration- Management
Institution Granting Degree: Missouri Southern State University
Delivery Site(s): Crowder College campus; Jane, Missouri
Mode of Program Delivery: Face to Face, Hybrid, Distance Delivery

Geographic Location of Student Access: Crowder College, 194 College Road, Jane, MO 64856

CIP Classification: 52.0201 (Please provide CIP code)
Implementation Date: Fall 2014
Semester and Year
Cooperative Partners: Crowder College at Jane, Missouri

AUTHORIZATION

Dr. Alan Marble/Interim President		11-19-13
Name/Title of Institutional Officer	Signature	Date
Dr. Crystal Lemmons, Assistant VPAA		417.625.9592
Person to Contact for More Information	Telephone	

Rationale

Missouri Southern State University (MSSU) is proposing to provide a degree completion program leading to a Bachelor of Science in Business Administration (BSBA), in Management in coordination with Crowder College, at the Crowder College campus in Jane, Missouri. Approval of this proposal would provide students living in the Crowder College, Jane, Missouri service area the opportunity to pursue a desirable and usable four-year degree without the expense or necessity to relocate or commute a great distance.

Crowder students are largely non-traditional in terms of marital status, dependents and employment. In a survey of Crowder Business students undertaken in the Fall of 2011 over 60% of students intend to pursue a four-year degree. Of these students over 80% cite taking courses on the Crowder Campus as beneficial and 40% cite Management as the desired program of study. At present there are over 300 AA-Business degree students and over 80 AAS-Management degree students at Crowder. In the past 5 years approximately 250 students have graduated from Crowder, and over 50 graduate each year in these areas.

MSSU currently offers the BSBA-Management degree on campus in Joplin and online. At present approximately 100 students transfer to MSSU each year of which approximately 10 are Business majors. Given the number of graduates, interest in degree completion and small number of transfer students a program which seeks to better serve the educational needs of students by overcoming barriers such as transportation and relocation is warranted.

Student Enrollment Projections – See Form SE Attached

Duplication and Collaboration – See Form CL Attached

Financial Projections – See Form FP Attached

Program Characteristics and Performance Goals – See Form PG Attached

Quality Assurance for Off-Site Programs

As the program is designed to simply be an off-site delivery of an existing MSSU program under the School of Business, oversight will be the responsibility of the Department of Management

and Marketing. Certain functions while largely the responsibility of Administrative departments such as marketing, admissions, rental textbooks, etc... have already been coordinated and specific individuals assigned responsibility for the Crowder degree completion program. Academically faculty are already evaluated upon teaching, advising, service and scholarship. The two primary functions for the Crowder degree completion program will be in the areas of teaching and advising. Quality assurance measures include:

1. Each faculty is evaluated by students in each class using the ETS IDEA evaluation of teaching instrument.
2. Faculty evaluation includes a classroom observation by their Department Chair.
3. Advising is evaluated by a survey of advising administered to students.
4. Assurance of Learning outcomes assessments will also be compared to MSSU Joplin campus course assessments to ensure the same levels of quality.
5. Faculty qualifications are subject to the academically and professionally qualified requirements under MSSU's ACBSP accreditation.

Faculty members teaching courses on the Crowder College campus at Jane, Missouri will be academically and/or professionally qualified according to ACBSP accreditation standards.

Other Relevant Information

The structure of the program for degree completion on Crowder College campus in Jane, Missouri has been designed to provide a seamless transition for students from Crowder-Jane to Missouri Southern. At the same time the degree requirements are no different for Crowder-Jane campus students than they are for MSSU-Joplin campus. MSSU must maintain ACBSP accreditation and intends to fully integrate the Crowder-Jane campus courses into the curricula of the School of Business.

1. Missouri Southern State University utilizes the ETS Major Field Test for Business (MFT-B) as a summative assessment of business curricula. It is a School of Business strategic goal and expectation that the mean score on the MFT-B will exceed the national average by 10%.
2. Given the MERIC economic employment projections of needs within the State of Missouri it is anticipated that the placement rate will continue at the present 95% for Missouri Southern State University graduates.
3. Transfer rates are expected to be significantly lower than that experienced by students on the MSSU-Joplin campus due to the very nature of the program. This program is specifically designed to serve students who are more geographically bound and are, therefore, not expected to have a high transfer rate.

The assessment of the Crowder College, Jane, Missouri BSBA in Management degree completion program will be identical to the assessment plan for MSSU's Joplin campus program. Specifically students and the program will be assessed by the following:

1. Formative assessment is embedded into the first semester of upper division coursework.
2. Summative assessment is embedded into the capstone Strategic Management Course (ETS MFT-B).
3. Graduating students participate in the NSSE which will also be administered to the Crowder-Jane campus students.
4. Individual classes assess specific learning outcomes as part of the School of Business' assessment plan utilizing specific rubrics for content areas such as written and oral communications, contemporary theory and practice in management, proficiency in analytical thinking and critical analysis and problem solving, international business concepts and practice of management, and ethical awareness and moral reasoning applied to management.

Attached is a degree plan schedule of course offerings for delivery at the Crowder College-Jane campus (Attch A). It represents a composite of courses offered by both Crowder College-Jane campus and Missouri Southern State University.

Attachment A

MSSU Crowder-Jane Campus Degree Completion Plan

MSSU	Crowder		AA/AS degree	Degree Completion	
				Courses from Crowder	Courses from MSSU
General Education Completed at Crowder			X		
ACCT 201	ACCT 201	Fin Acct	X		
ACCT 202	ACCT 202	Mgrl Acct	X		
ECON 201	ECON 201	Macro Econ	X		
ECON 202	ECON 202	Micro Econ	X		
ECON 350		Fin Mgmt			3
GB 301	BSAD 230	Legal Environ.		3	
GB 320	BSAD 130	Bus Comm		3	
GB 321	BSAD 236	Statistics			3
IB 310		Int'l Business			3
MM 237	BSAD 125	Using Info Sys	X		
MM 300	BMGT 200	Princ Mrktg	Elective		
MM 350	BMGT 175	Princ Mgmt	elective		
MM 452		Strat Mgmt			3
MM 337		Mgmt Info Sys			3
MM 352	BMGT 280	HR Mgmt		3	
MM 431		Ops Mgmt			3
MM 441		Org Behavior			3
MM 354		Quality Mgmt			3
Electives					
Other electives				6	6
MM 412(dbl count)		Mrktg Strat			3
MM 432		Cons Behavior			3
MM 470		Mrktg Research			3
MM 401	BMGT 230	Integ Mrktg comm		3	
MM 321		Prof Sales Mgmt			3
MM 405		Internet Mrktg			3
Total Cr. Hrs	124		61	18	45



STUDENT ENROLLMENT PROJECTIONS

Year	1	2	3	4	5
Full Time	5	10	15	20	25
Part Time	5	10	15	20	25
Total	10	20	30	40	50

Please provide a rationale regarding how student enrollment projections were calculated:

Studies completed by Crowder faculty show that of the current 302 AA-Business Administration students at Crowder 63.4 percent intend to pursue a four-year degree in Business. The survey indicates that 61 percent of these students are at the Neosho campus, and 25 percent are on the Webb City campus. Of the remaining 14 percent, 9.2 percent are on the Cassville or McDonald County campuses which are also geographically closer to Neosho than to Joplin. Assuming that this interest level is consistent, there are approximately 25 to 35 graduating students per year interested in completing their four-year degrees on the Neosho campus. The following chart shows the number of enrolled Crowder business students and number of graduates in the areas of AA-Business Administration and AAS-Management and Marketing. The growth in enrolled students should begin to result in increased graduates from the AA and AAS programs in 2013.

	2009-2010	2010-2011	2011-2012
Current AA Business Students	280	332	391
Graduates	51	51	TBD
Crowder Business Management Transfers to MSSU	4	12	8



Provide a **rationale** for proposing this program, including **evidence of market demand and societal need supported by research**:

According to the Missouri Economic Research and Information Center (MERIC), the demand for workers in the area of Business, Management and Technology, General and Operations Managers ranks 11th among the top 30 employing occupations in Missouri, and among the highest paid occupations in the State. According to MERIC's Outlook 2016 report, there are on average 765 job openings per year in Missouri.

The main campus of Crowder College is located in Neosho, Newton County, Missouri. Crowder's service area includes the counties of McDonald, Newton, Jasper, Barton, Vernon, Cedar, Dade, Lawrence and Barry. This is a primarily rural area and has been historically economically underdeveloped. Challenges include an increasingly ethnic diversity, low-income families, and a low percentage of population completing higher education. The Neosho community has been actively seeking to attract more light industry and service industry business and retail organizations. This change in the economic activity in the area has given greater emphasis to both individuals to seek higher education, which in turn attracts the businesses and organizations important to continued economic development.



Missouri Department of Higher Education

Building Missouri's future...by degrees

COLLABORATIVE PROGRAMS

Sponsoring Institutions: Missouri Southern State University and Crowder College at Jane, Missouri campus

Degree program: Bachelor of Science in Business Administration (BSBA), Management

Length of agreement: open-ended
(open-ended or limited)

1. Which institution(s) will have degree-granting authority?
Missouri Southern State University (MSSU) will have the degree-granting authority for the bachelor's degree. Crowder College at Jane, Missouri (CC) will provide lower division courses and grant students the AA and AAS in Business degree prior to a student's transfer and admission to MSSU.
2. Which institution(s) will have the authority for faculty hiring, course assignment, evaluation, and reappointment decisions?
Each collaborative partner will have authority over the faculty teaching their courses. MSSU will make all decisions pertaining faculty teaching the upper division courses leading to our BSBA and Crowder College will make all decisions pertaining to faculty teaching the lower division courses leading to their AA/AAS degrees.
3. What agreements exist to ensure that faculty from all participating institutions will be involved in decisions about the curriculum, admissions standards, exit requirements?
Each institution will manage their own curricula; MSSU will be responsible for the upper division courses for the BSBA degree and CC will be responsible for the lower division courses for the AA/AAS in Business courses. Within this framework, however, faculty and administration from both schools have agreed to work to ensure full course transferability and articulation so that students may transfer seamlessly from CC to MSSU to complete their four-year degree.
4. Which institution(s) will be responsible for academic and student-support services, e.g., registration, advising, library, academic assistance, financial aid, etc.?
Crowder College at Jane, Missouri will provide these services while students are enrolled in the AA/AAS programs. Missouri Southern State University will assume responsibility after students transfer to the BSBA degree completion program. In the rare case where a student may be taking coursework from both institutions during the same semester the Financial Aid offices have agreed to coordinate their services through the normal financial aid agreements.
5. What agreements exist to ensure that the academic calendars of the participating institutions have been aligned as needed?
Courses offered by Crowder College at Jane, Missouri will follow Crowder's calendar and courses offered by Missouri Southern State University will follow Missouri

www.dhe.mo.gov • info@dhe.mo.gov

205 Jefferson Street, P. O. Box 1469, Jefferson City, MO 65102 • (573) 751-2361 • (800) 473-6757 • Fax (573) 751-6635

Form CL – Collaborative Programs

Southern's calendar. Most students will complete all or nearly all of Crowder's courses prior to admission to Missouri Southern's program so that scheduling conflicts are not anticipated.

6. In addition to the information provided by each participating institution regarding Financial Projections (Form FP), please address the following items:
 1. How will tuition rates be determined if they differ among the institutions?
Each institution will charge their own normal tuition for the courses they are providing. Crowder College at Jane, Missouri will charge Crowder's tuition for the lower division courses and Missouri Southern State University will charge their tuition for the upper division courses.
 2. Has a formal agreement been developed regarding cost-sharing policies? If yes, please include it as part of the proposal. If no, please summarize the current understanding between all parties and the plans for developing a formal agreement.
Yes, a Memorandum of Understanding (MOU) has been signed (see attached). Both institutions have agreed to waive certain fees in order to support the program. Crowder College at Jane, Missouri will waive charging for classroom rental and use fees and Missouri Southern State University will waive charging students for Joplin on-campus student access fees.
 3. What arrangements, if any, have been made for exchange of money between participating institutions?
No arrangements have been made and no transfer of funds are anticipated other than the potential for a financial aid agreement for dual enrolled students. These transfers will be handled the same as any other student enrolled in more than one institution.
7. What commitments have been made by all participants to evaluate the program systematically?
Both institutions will evaluate and assess their own courses and programs according to their institutional assessment programs. In addition both schools are committed to regular and in-depth consultations to ensure that students are being adequately serviced in their overall academic experience. State and national accreditation requirements must be met for this program as well as program accreditation standards for business under the Accreditation Council for Business Schools and Programs (ACBSP).
8. If one institution wishes to discontinue the program, what agreements exist for terminating the offering?
Provisions for discontinuance are covered with adequate notice and completion plans for students within the MOU signed by both institutions.

www.dhe.mo.gov • info@dhe.mo.gov

205 Jefferson Street, P. O. Box 1469, Jefferson City, MO 65102 • (573) 751-2361 • (800) 473-6757 • Fax (573) 751-6635

Form CL – Collaborative Programs



Building Missouri's future...by degrees

PROGRAM CHARACTERISTICS AND PERFORMANCE GOALS

Institution Name Missouri Southern State University
Program Name Bachelor of Science in Business Administration - Management
Date 11/18/2013

(Although all of the following guidelines may not be applicable to the proposed program, please carefully consider the elements in each area and respond as completely as possible in the format below. Quantification of performance goals should be included wherever possible.)

Student Preparation

- Any special admissions procedures or student qualifications required for this program which exceed regular university admissions, standards, e.g., ACT score, completion of core curriculum, portfolio, personal interview, etc. Please note if no special preparation will be required.
No special preparation will be required.
- Characteristics of a specific population to be served, if applicable.
Not applicable

Faculty Characteristics

- Any special requirements (degree status, training, etc.) for assignment of teaching for this degree/certificate.
Faculty members teaching courses on the Crowder College campus at Jane, Missouri will be academically and/or professionally qualified according to ACBSP accreditation standards.
- Estimated percentage of credit hours that will be assigned to full time faculty. Please use the term "full time faculty" (and not FTE) in your descriptions here.
Initially it is expected that 100% of credit hours will be taught by full time faculty. Eventually this percentage is expected to decline to 80% as appropriate academically and or professionally qualified adjunct faculty are identified who are capable of teaching certain upper division courses within close proximity to Crowder College campus at Jane, Missouri are identified.
- Expectations for professional activities, special student contact, teaching/learning innovation.
Faculty are expected to maintain current knowledge of their fields through normal professional development activities. In addition, each faculty member teaching at the Crowder College campus at Jane, Missouri is expected to maintain an office hours

www.dhe.mo.gov • info@dhe.mo.gov

205 Jefferson Street, P. O. Box 1469, Jefferson City, MO 65102 • (573) 751-2361 • (800) 473-6757 • Fax (573) 751-6635

schedule at Crowder in order to provide availability of student counseling, classroom support and to provide support for students in other areas of institutional support.

Enrollment Projections

- Student FTE majoring in program by the end of five years.
At the end of 5 years there will be 50 FTE students
- Percent of full time and part time enrollment by the end of five years.
Course offerings are intended to be during the day. There will be near 80% or greater full-time students with only a small part-time enrollment.

Student and Program Outcomes

- Number of graduates per annum at three and five years after implementation.
Approximate number of graduates per year at 3 years: 15
Approximate number of graduates per year at 5 years: 25
- Special skills specific to the program.
Students graduating from this program should gain the content knowledge and demonstrated competencies necessary to obtain a position in management in various businesses and organizations.
- Proportion of students who will achieve licensing, certification, or registration.
Not Applicable.
- Performance on national and/or local assessments, e.g., percent of students scoring above the 50th percentile on normed tests; percent of students achieving minimal cut-scores on criterion-referenced tests. Include expected results on assessments of general education and on exit assessments in a particular discipline as well as the name of any nationally recognized assessments used.
Missouri Southern State University utilizes the ETS Major Field Test for Business (MFT-B) as a summative assessment of business curricula. It is a School of Business strategic goal and expectation that the mean score on the MFT-B will exceed the national average by 10%.
- Placement rates in related fields, in other fields, unemployed.
Given the MERIC economic employment projections of needs within the State of Missouri it is anticipated that the placement rate will continue at the present 95% for Missouri Southern State University graduates.
- Transfer rates, continuous study.
Transfer rates are expected to be significantly lower than that experienced by students on the MSSU-Joplin campus due to the very nature of the program. This program is

www.dhe.mo.gov • info@dhe.mo.gov

205 Jefferson Street, P. O. Box 1469, Jefferson City, MO 65102 • (573) 751-2361 • (800) 473-6757 • Fax (573) 751-6635

specifically designed to serve students who are more geographically bound and are, therefore, not expected to have a high transfer rate.

Program Accreditation

- Institutional plans for accreditation, if applicable, including accrediting agency and timeline. If there are no plans to seek specialized accreditation, please provide reasons. This is an off-site program of the existing ACBSP accredited program at the MSSU campus. Accordingly, it will be subject to already existing ACBSP requirements for accreditation.,

Alumni and Employer Survey

- Expected satisfaction rates for alumni, including timing and method of surveys. MSSU is accredited by ACBSP and conducts surveys of alumni and businesses on a rotating schedule to measure program satisfaction. It is a MSSU SOBA goal to achieve high satisfaction rates among these stakeholder groups. It is anticipated that satisfaction rates will exceed 80%.
- Expected satisfaction rates for employers, including timing and method of surveys. MSSU is accredited by ACBSP and conducts surveys of alumni and businesses on a rotating schedule to measure program satisfaction. It is a MSSU SOBA goal to achieve high satisfaction rates among these stakeholder groups. It is anticipated that satisfaction rates will exceed 80%.

**Memorandum of Understanding
Between
Missouri Southern State University
And
Crowder College**

This Memorandum of Understanding is made and entered into as of the _____ day of April, 2012, by and between Missouri Southern State University (MSSU) and Crowder College.

WHEREAS, subject to the guidelines established by this Memorandum of Understanding, MSSU intends to offer degree completion studies for students from Crowder College who wish to earn the Bachelor of Science in Business Administration, Management Degree, from MSSU. This proposal will apply primarily to, but is not limited to, students who have completed the Associate of Arts (AA), Business, and the Associate of Applied Science (AAS) Degrees at Crowder College (hereinafter referred to as "Transfer Student(s)").

Articulation of Coursework

General Education

Transfer Students who have completed the State of Missouri General Education Core Curriculum (42 semester hours) prior to enrolling at MSSU are assumed to have met Areas A through H of the MSSU Core Curriculum requirements. Transfer Students must additionally meet requirements for Area I of the MSSU Core Curriculum. Transfer Students who have not completed the above General Education Core Curriculum will have their courses evaluated on a course – by – course basis.

Please see attached Appendix, regarding General Education Core Evaluation, for a listing of courses offered at Crowder College and how those courses will be accepted for transfer at Missouri Southern State University. Please note, the 2012-2014 MSSU catalog and the 2012-2013 Crowder College catalog was used to develop this document.

Bachelor of Science in Business Administration Educational Offerings

Please see attached Appendix regarding requirements for the Bachelor Science in Business Administration degree. MSSU intends to allow Transfer Students to complete and receive a Bachelor Science in Business Administration degree from MSSU upon meeting applicable graduation requirements.

Transfer Students Entrance Policy

Transfer Students shall complete MSSU's Application for Admission. MSSU shall have sole discretion to accept or reject any Application for Admission from Transfer Students.

Hour Requirements

Transfer Students will be required to complete 40 upper division hours and 30 of the final 36 hours must be MSSU courses. All other MSSU requirements for graduation must be met.

Tuition, Fees, Costs, and Scholarships

Transfer Students taking MSSU traditional courses on the Crowder campus will be charged the prevailing MSSU resident/non-resident tuition rate. MSSU on-campus fees will be waived for these classes, with the exception of application, graduation, ID, rental book, and special course fees. Crowder College will waive room and equipment usage/rental charges.

Transfer Students are eligible to apply for transfer scholarships from MSSU including the Phi Theta Kappa (PTK) Transfer Scholarship, Board of Governor's University Academic Transfer Scholarship, and Transfer Scholarship. Eligibility requirements for the transfer scholarships are published in the MSSU catalog and on the web site. Transfer Students are eligible to apply for Financial Aid at MSSU, once they have been admitted to this program.

Term

The initial term of this Memorandum of Understanding shall be for the period of one (1) year, commencing January 1, 2013, and ending December 31, 2013 (the "Initial Term"), unless terminated earlier as provided in this Memorandum of Understanding. Thereafter, this Memorandum of Understanding shall continue for an unlimited number of successive renewal terms of one year (each, a "Renewal Term"), unless one party notifies the other of its intent not to renew this Memorandum of Understanding at least ninety (90) days prior to the end of the Initial Term or a Renewal Term, in which event this Memorandum of Understanding shall terminate at the end of the then-current Term. "Term" collectively means the Initial Term and each Renewal Term(s).

Effect of Memorandum of Understanding

Each party hereby agrees and acknowledges that the provisions set forth in this Memorandum of Understanding are not legally binding upon the Parties, and neither party will have any liability or obligation to the other party with respect to such provisions. This Memorandum of Understanding is not binding or legally enforceable, imposes no enforceable obligations upon the parties and does not grant any rights.

Compliance with Applicable Laws and MSSU Policies and Procedures

This Memorandum of Understanding is subject to applicable federal and state laws and regulations, and any applicable policies and procedures of MSSU, including any subsequent amendments or changes to any laws, regulations, policies and procedures. Nothing in this Memorandum of Understanding is intended to conflict with any federal and state laws or

regulations or any policies and procedures of MSSU. If a conflict occurs between a provision of the Memorandum of Understanding and applicable federal and state laws or regulations or any policies and procedures of MSSU, applicable federal and state laws or regulations or policies and procedures of MSSU shall control.

Relationship of Parties

Nothing herein shall be construed as creating a joint venture or partnership between MSSU and Crowder College or as making either party the agent of the other. Both parties acknowledge and agree that each will maintain its separate corporate identity and continue its commitment to its mission and purposes. The parties further agree that each will retain the legal right and authority to act independently in taking various corporate actions and shall independently supervise, control, and be responsible for each of its respective operations, employees, and agents.

Disclaimer of Intent to Create Third Party Beneficiary Rights

The parties to this Memorandum of Understanding do not intend by any provision contained herein to create any contract rights enforceable by any individual, organization or entity.

IN WITNESS WHEREOF, authorized representative of the parties have executed this Memorandum of Understanding on this _____ day of April, 2012.

Crowder College

Dr. Alan Marble, President

Date

Missouri Southern State University

Dr. Bruce Speck, President

Date



November 21, 2013

To: Missouri Department of Higher Education
From: Dr. Christine Davis

I am pleased to offer this note of support to the efforts of Missouri Southern State University, as they plan to offer their degree completion program in business in the Jane, Missouri area. Having this program just across the state line, and only 15 miles from our campus at NWACC, I believe that this will provide our students with important additional opportunities close to home and at a reasonable cost.

While those who are qualified and committed to transfer to the University of Arkansas will continue to do so, we have many students who do not wish to attend a college on a large campus, but still desire quality educational opportunities to complete their Baccalaureate degrees.. We have several students who transfer from NWACC to MSSU each year already. Our students going to MSSU have had great experiences and have been served very well. With closer proximity I expect that number may rise, and benefit the entire region that we share through having better educated workers and citizens. The bottom line is that many of our students will benefit from this opportunity, and the larger Four-State region will be better for it.

Sincerely,

Christine C. Davis, Ph.D.
Dean of Business and Computer Information Systems
Northwest Arkansas Community College

November 19, 2013

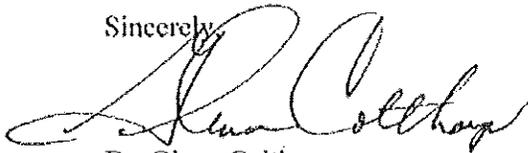
Missouri Department of Higher Education

I am pleased to offer this note of support to the efforts of the Robert W. Plaster School of Business at Missouri Southern State University, as they plan to offer their degree completion program in business in the Jane, Missouri area on our new Crowder College facility there. At present, the Plaster School of Business offers a degree completion program on our main campus, in Neosho, Missouri, and this will be only a few miles distant from that site to the south.

The Jane, Missouri facility will provide important services to Missouri citizens in McDonald County, and also will benefit the larger four-state region as we more purposefully address the needs of those in the Northwest Arkansas area who need an option other than University of Arkansas to complete their Bachelor's Degree. We expect to sustain this relationship for in a manner similar to that offered on the main Crowder College campus, using an appropriate blend of full time and qualified adjunct instructors, most often using a hybrid delivery approach. We will pursue best practices for this type of collaboration, including a commitment to work closely to solve mutual issues, by agreeing that we will hold each other harmless due to the actions of the other party, and to provide support for a seamless transfer process between our programs. We are committed to sustaining this collaboration for at least an initial three year time period, after which we will decide to extend based on mutual agreement.

We believe this collaboration is a key joint venture with Missouri Southern's Plaster School of Business, and we look forward to great success with them. If you need any further information, please do not hesitate to contact me.

Sincerely,



Dr. Glenn Coltharp
Vice President of Academic Affairs
Crowder College