

**Crowder College – Scott Regional Technology Center (Monett)**

**Off-Site Center Proposal**

**Delivery Site:**

Scott Regional Technology Center  
Two David Sippy Drive  
Monett, MO 65708

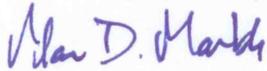
**Mode of Program Delivery:** Traditional classroom, flex and online instruction

**Cooperative Partners:**

Monett Chamber of Commerce  
Monett R-1 School District  
City of Monett

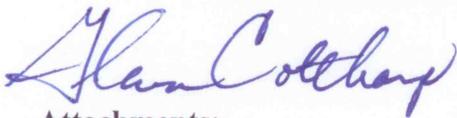
**Authorization:**

Alan D. Marble, Ph.D., President



*Contact Information:*

Dr. Glenn Coltharp, Vice President of Academic Affairs  
(417/455-5740) [glenncoltharp@crowder.edu](mailto:glenncoltharp@crowder.edu)



**Attachments:**

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

**Proposal for Establishing a Residence Center at the  
Scott Regional Technology Center (Monett)  
Submitted by Crowder College  
to  
Missouri Department of Higher Education**

**Overview.**

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

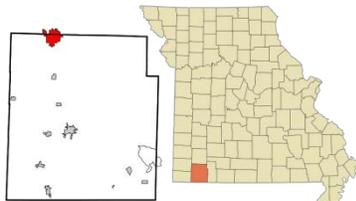


**CC 9 County  
Service Region**

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

CC is seeking approval of the Missouri Department of Higher Education (“MDHE”) to establish a residence center at the Scott Regional Technology Center in Monett (the “Monett Site”) which is located in Barry County. Through an existing partnership between CC and the Monett R-1 School District, CC classes will be offered at the Monett Site. It is CC’s intent for the Monett 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 certificate program (“CNA”). Both the AA and CNA program are currently offered at CC’s main (Neosho) campus. Utilization of facilities at the Monett Site will provide additional classrooms and computer labs for expanding the AA and CNA courses to other areas. Less than fifty percent (<50%) of any program will be offered at the Monett Site without prior approval by the MDHE and the Coordinating Board of Higher Education.

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

Site. The Monett 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 Monett 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 prides itself in providing quality services, and creating accessible and affordable learning opportunities for its students in its service area communities. CC's commitment to offering academic scholarships and helping its students achieve professional success fulfills its Mission Statement.

**2. Assessment of Need for the Monett Site.**

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

**Student Enrollment and Demand.** CC currently has an approved site in Cassville

which is approximately 17 miles from Monett. In the fall of 2011, CC began offering classes in Monett at the Scott Regional Technology Center

<b>Monett Unduplicated Headcount by Semester</b>	<b>Fall 2011</b>	<b>69</b>	<b>Total Unduplicated Students for Monett Site 295</b>
	<b>Spring 2012</b>	<b>71</b>	
	<b>Summer 2012</b>	<b>19</b>	
	<b>Fall 2012</b>	<b>113</b>	
	<b>Spring 2013</b>	<b>105</b>	

(formerly known as SWACC) to find out if there would be demand from students to offer more classes in the Monett area. As shown in the table above, with enrollment records kept by CC, the headcount almost doubled from the fall of 2011 to the spring of 2013. Enrollment for CC's spring 2013 semester had 4,976 students of which 147 had a Monett, MO address or 3%.

The number of CC credit hours offered at the Monett Site for the same time period shows an increase of 61%. CC anticipates the number of credit hours will continue to rise as more students enroll at the Monett Site.

<i>Monett General Credit Hours by Semester</i>	Fall 2011	358	<i>Total Credit Hours for the Monett Site</i> 1,926
	Spring 2012	308	
	Summer 2012	89	
	Fall 2012	587	
	Spring 2013	584	

**Demographics of the Monett Site.** Although Monett is the largest city in Barry County, it is still located within a mostly rural area. Based on data obtained from the *2010 Census*<sup>1</sup>, the population of the City of Monett was 8,873 and included the following demographics:

	Monett	Barry County	Missouri
<b>Population</b>	8,873	35,282	5,988,927
<b>Median Age</b>	34	36.9	37.9
<b># &lt; 5 yrs</b>	8.9%	6.5%	6.4%
<b># &lt;18 yrs</b>	27.8%	23.9%	23.5%
<b>#&gt; 65 yrs</b>	14.5%	18.1%	14.2%
<b>HS graduate or higher (25+ yrs)</b>	75.1%	80.8%	86.8%
<b>BS Degree or higher (25+ yrs)</b>	18.7%	13.2%	25.4%

The median income for a household in the City of Monett was \$30,764, with the median income for a family being \$36,858. **Approximately 9.2% of families and 15.0% of the population were below the poverty line (25.4% <18 years of age and 7.8% >65 years of age).** The median income for a household in Barry County was \$28,906, with the median income for a family being \$34,043. **Approximately 11.80% of families and 16.60% of the population were below the poverty line (23.50% <18 years of age and 11.90% > 65 years of age).**<sup>2</sup>

According to Trend Data<sup>3</sup> from 2011 Missouri Kids Count:

		Trend Data	
		Base Year	Current Year
<b>Percent of students enrolled in free/reduced lunch 2006/2010</b>	MO	40.7%	46.8%
	Barry Co.	53.9%	57.5%

The *2010 Census*<sup>4</sup> reported 3,544 or 63.4% of the Monett population as compared to 63.9% of the National Average being in the labor force.

Unemployment Rate - December 2012	
Location	Unemployment Rate
City of Monett (as of 6/2012) <sup>5</sup>	6.9%

<sup>1</sup> 2010 Census, <http://www.americantowns.com/mo/monett/info>, March 8, 2013

<sup>2</sup> 2010 Census, <http://www.americantowns.com/mo/monett/info>, March 8, 2013

<sup>3</sup> [http://mc2dc2.missouri.edu/pub/webrepts/kidsent/outcomes\\_facts/29011.html](http://mc2dc2.missouri.edu/pub/webrepts/kidsent/outcomes_facts/29011.html), March 11, 2013

<sup>4</sup> 2010 Census, <http://www.americantowns.com/mo/monett/info>, March 8, 2013

<sup>5</sup> [www.bestplaces.net/economy/city/missouri/monett](http://www.bestplaces.net/economy/city/missouri/monett), March 11, 2013

Unemployment Rate - December 2012	
Location	Unemployment Rate
Barry County <sup>6</sup>	6%
State of Missouri <sup>7</sup>	6.7%
United States <sup>8</sup>	7.8%

However, since the unemployment rates above were released in 2010 and 2012 (Monett), two employers have shut down (or are in the process) in the City of Monett. Hydro Aluminum began shutting down its Monett site in August of 2012 when more than 140 people were told they would not have jobs in mid-October of 2012.<sup>9</sup> Hydro Aluminum was an aluminum extrusion facility with locations in both Monett and Cassville (also in Barry County and an approved site of CC) which targeted the building and construction markets. The Cassville plant was closed and it was consolidated with the Monett site in 2010. As of October, 2012, the Hydro Aluminum plant has shut its doors and all employees have been let go.

The Monett area was hit yet again with more layoff news on March 7, 2013, when The Dairy Farmers of America (“DFA”) announced its milk processing plant in Monett would be ceasing operations later this year. DFA employees were told the plant would cease operations in the second half of the year, with some jobs ending in September [2013]. The DFA plant employs 86 people and DFA plans to offer employees the opportunity to transfer to other DFA facilities within 70 miles of Monett.<sup>10</sup>

Even though the unemployment rate in this area is less than the national rate of unemployment, when compared to the U.S. *natural* unemployment rate of 7.87%<sup>11</sup>, the numbers still reflect an area that has not fully bounced back from the economic downturn that began in late 2008 and continues today. With the closing of these two additional plants in Monett, more dislocated employees will need accessible and quality educational opportunities more than ever, not to mention affordable, for re-training purposes.

Two of the largest employers in Monett are EFCO and Jack Henry & Associates.<sup>12</sup> EFCO, a Pella Company, is a leading manufacturer of architectural aluminum window, curtain wall, and storefront and entrance systems for commercial architectural applications. EFCO is headquartered in Monett. Jack Henry & Associates was founded in 1976 as a provider of core information processing solutions for community banks. The company’s extensive array of products and services have grown to include processing transactions, automating business processes, and managing mission-critical information to more than 11,900 financial institutions<sup>13</sup> and corporate entities throughout the United States.

<sup>6</sup> MERIC, <http://missourieconomy.org/indicators/laus>, March 11, 2013

<sup>7</sup> U.S. Bureau of Labor Statistics, <http://www.bls.gov/news.release/pdf/laus.pdf>, February 26, 2013

<sup>8</sup> U.S. Bureau of Labor Statistics, <http://data.bls.gov/timeseries/LNS14000000>, February 26, 2013

<sup>9</sup> [www.hydro.com](http://www.hydro.com), March 11, 2013

<sup>10</sup> [www.monett.times.com](http://www.monett.times.com), March 11, 2013

<sup>11</sup> <http://www.businessinsider.com/the-natural-rate-of-unemployment-in-2013-2013-2>, February 26, 2013

<sup>12</sup> MERIC, <http://www.missourieconomy.org>, March 18, 2013

<sup>13</sup> [www.jackhenry.com](http://www.jackhenry.com), March 18, 2013

Many factors have led to CC's desire to open the Monett Site (i.e., unemployment rates, poverty levels, educational attainment, and types of industry) and influenced its decision to apply for a residence center. Not only is the Monett 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 due to economic decline. By approving the Monett 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.

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

Initially, less than fifty percent (<50%) of any program will be offered at the Monett Site. It is anticipated that an AA, select AAS and the Allied Health/CNA certificate program 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 Monett 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 Monett 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 Monett Site with the assistance of the Coordinator. Students applying for admission at the Monett 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 Monett Site will provide classrooms and computer labs to be utilized by students taking general studies, developmental education and the Allied Health/CNA program. In the fall of 2012, CC began by offering the following courses at the proposed Monett Site as either late afternoon or evening classes:

Course Code	Course Title	Credit Hours	Room
<b>General Studies</b>			
BSAD 125 01 MON	Computer Applications	3	B122
COLL 101 01 MON	College Orientation	1	A122
ENGL 101 01 MON	English Composition	3	A122
ENGL 101 02 MON	English Composition	3	A122
HIST 106 01 MON	U S History I	3	A122
MATH 111 01 MON	College Algebra	3	A122
PE 113 01 MON	Lifetime Fitness and Wellness	2	A122
PSYC 101 01 MON	General Psychology	3	A122
SPCH 101 01 MON	Speech	3	A122
<b>Allied Health/CNA Courses</b>			
CNA 101 01 MON	CNA Tech I	5	B130
CNA 102 02 MON	CNA Clinical Experience	2	B130
<b>Horticulture Courses</b>			
HORT 101 01 MON	General Horticulture	3	SWAG
<b>Law Enforcement Courses</b>			
LE 290 01 MON	Police Supervision and Management	3	A125
<b>*Developmental Education Classes (Do not fulfill degree requirements)</b>			
*MATH 060 01 MON	Pre-College Math I	3	A122
*MATH 070 01 MON	Pre-College Math II	3	A122

The majority of the classes listed above are general studies courses. CC had 76 students enrolled taking a total of 179 credit hours.

In the spring of 2013, it is anticipated the following courses will be offered at the proposed Monett Site, including those required by the Allied Health/CNA program, as either late afternoon or evening classes:

Course Code	Course Title	Credit Hours	Room
<b>General Studies</b>			
BSAD 125 01 MON	Computer Applications	3	M102
COLL 101 01 MON	College Orientation	1	A122
ENGL 101 01 MON	English Composition	3	A122
ENGL 102 01 MON	Advanced English Composition	3	A122
ENGL 109 01 MON	Introduction to Literature	3	A122
MATH 111 01 MON	College Algebra	3	M101
PE 113 01 MON	Lifetime Fitness and Wellness	2	A122
PLSC 103 01 MON	National, State, Local Government	3	B122

Course Code	Course Title	Credit Hours	Room
PSYC 101 01 MON	General Psychology	3	B122
SPAN 101 01 MON	Beginning Spanish I	3	A122
SPCH 101 01 MON	Speech	3	M101
<b>Allied Health/CNA Courses</b>			
CNA 101 01 MON	CNA Tech I	5	SWCT
<b>Welding Courses</b>			
WELD 113 01 MON	Introduction to Welding	3	C137
WELD 145 01 MON	Gas Metal Arc Welding	3	C137
<b>*Developmental Education Classes (Do not fulfill degree requirements)</b>			
*MATH 060 01 MON	Pre-College Math I	3	B122
*MATH 070 01 MON	Pre-College Math II	3	A122

As reflected above, no more than 50% of any one program is projected to be offered at the Monett Site in the spring of 2013. The courses listed above consist primarily of general studies.

CC intends to expand the Allied Health/CNA program gradually at the Monett Site. The CNA certificate program will prepare students for growing employment opportunities for a CNA. The 16 hour certificate program is very fast paced teaching basic medical skills such as vital signs, personal care, feeding and restorative care skills and can be completed in one semester. The CNA program enables students to work in hospitals, clinics, nursing homes, and home health care. The CNA certificate offers excellent job opportunities as well as an average wage of \$8-12 per hour, frequently with benefits and opportunity for advancement. Flexible hours and short term training also make this type of position very appealing. Expected growth in job demand for CNA's is 18% through 2016 for nursing aides, orderlies and attendants. This would equate to more than 260,000 jobs across the country.<sup>14</sup>

**Monett Site Services.** The Coordinator is located primarily at the Carthage Site and she is responsible for the day-to-day operations of the Monett Site. A full-time secretary is on-site at the Monett Site from 8:00 a.m. to 7:00 p.m., Monday through Thursday. The Secretary is on-site during the times at which courses are offered and students are attending classes. The Coordinator works closely with Division Chairs to select and match the most qualified instructor for classes to be taught at the Monett 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 Monett 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

<sup>14</sup> Bureau of Labor Statistics Occupational Outlook Handbook 2008-09 Edition

tutoring, make-up testing, special accommodations testing, a computer lab, retention and student success services, as well as information for transfer services. The Academic Resource Center (“ARC”) located at the 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 Monett 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 on campus. 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 Monett 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. Monett 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 Monett 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 Monett offering two-year degree programs. Missouri Southern State University, a 4-year state funded university, located in Joplin, is approximately 49 miles from Monett. Drury University, a private, liberal arts 4-year institution located in Springfield, has a campus location in Monett. Neither of these four-year universities offer duplicative services provided by CC's two-year degree and/or certificate programs. Due to the proximity of these other institutions to the Monett Site, approval of this site will not raise any question of duplication of services in the Monett area.

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

Currently the main (Neosho) campus is responsible for all expenses incurred at the Monett Site. The Coordinator works with the Vice President of Finance and the Associate Vice President of Academic Affairs to prepare a budget for the Monett Site. The Coordinator closely monitors and evaluates the expenses and revenues generated by the Monett 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 Monett 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. **Monett 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 Monett 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 Monett Site. The Coordinator is also responsible for overseeing buildings, planning events, assigning classrooms and seeing to the needs of the students enrolled at the Monett Site. The Coordinator works closely with the Director of the Scott Regional Technology Center to plan and evaluate needs that may arise of the Monett Site.

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

Each year an assessment of the success of the Monett 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 Monett 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 Monett 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 Scott Regional Technology Center on planning and evaluating the needs and success of the Monett 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 Monett Site. Since we are utilizing space at the Scott Regional Technology Center, the Coordinator works closely with the 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 Director enjoy 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 24/7online)
- 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 Monett Site will be a “*work in progress.*” Currently, only nineteen (19) general studies, developmental education courses and the Allied Health/CNA certificate programs are offered at the Monett Site. If a student enrolls at the Monett Site and intends to complete a degree and/or certificate other than in AA or the Allied Health/CNA Program, he/she will have to continue taking classes at the main (Neosho) campus, Nevada, Webb City and/or Cassville sites, depending on what degree is being sought.

### **7. Conclusion.**

CC views the Monett Site as one of high potential with excellent prospects of sustainability – it has been very well received by the community and has received very good publicity. As with other CC campuses, the Monett Site will provide high value and high quality educational opportunities to both traditional and non-traditional students. Students living close to the Monett 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 and/or the Allied

Health/CNA program. The cost savings associated with their educational achievement will potentially create an increase in the disposable income of the community members served at the Monett Site. In addition, approval of the Monett 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.

The Monett 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 Monett 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.

## **ATTACHMENTS**

Letter of Support from the Monett Chamber of Commerce

Letter of Support from the Monett R-1 School District

Letter of Support from the City of Monett

Letter of Support from Crowder College Foundation

January 23, 2013

To Whom It May Concern:

We appreciate the opportunity to assist local businesses whenever the opportunity presents itself and especially in the education and training of citizens in the Monett region. It is for these community development efforts that I write this letter today.

The Monett Chamber of Commerce strives to ensure a high quality of life for all the area's residents and visitors to our community. The Chamber is 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,



Jeff Meredith, Executive Director

# Monett R-1 Schools

BRAD HANSON  
*Superintendent*

900 East Scott • Monett, MO 65708  
Phone 417-235-7422  
Fax 417-235-1415

BOARD OF EDUCATION  
Marty Scabarozzi  
*President*

Doug Childress  
*Vice President*

Members:  
A. J. Bahl  
Darren Bass  
David Beckett  
Ken Gaspar  
J.D. Roberts

Patty Leach  
*Secretary*

Linda Lines  
*Treasurer*

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 our community. The Monett R-1 School District, and all of our respective departments, is 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.

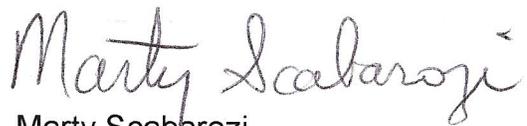
Our entire organization will work with Crowder College as they begin to establish an additional site in the local area. We are eager to lend advice and provide resources to support this endeavor. We also believe that the partnership formed between our school district and Crowder College will continue to provide expanded opportunities for our students as they graduate from our system and begin looking for further training in higher education.

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

Sincerely,



Brad Hanson  
Superintendent  
Monett R-1 School District



Marty Scabarozzi  
President  
Monett R-1 Board of Education

Visit us online at <http://monett.schoolfusion.us>



# City of Monett, Missouri

THIRD CLASS CITY – COMMISSION FORM OF GOVERNMENT

James Orr, Mayor • Mike Brownsberger, Commissioner • Jerry Dierker, Commissioner  
217 Fifth Street • P.O. Box 110 • Monett, Missouri 65708

City Clerk - (417) 235-3763

Collections - (417) 235-3544

Council - (417) 235-3355

Fax - (417) 235-4608

---

January 17, 2013

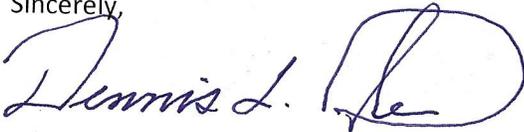
To Whom It May Concern,

We appreciate the opportunity to assist Crowder College whenever the opportunity arises and especially in the education and training of our residents. The City of Monett is very supportive of 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. This workforce training is extremely important to the Monett community and the approximate 8,000 manufacturing jobs that are supported here by local industry.

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.

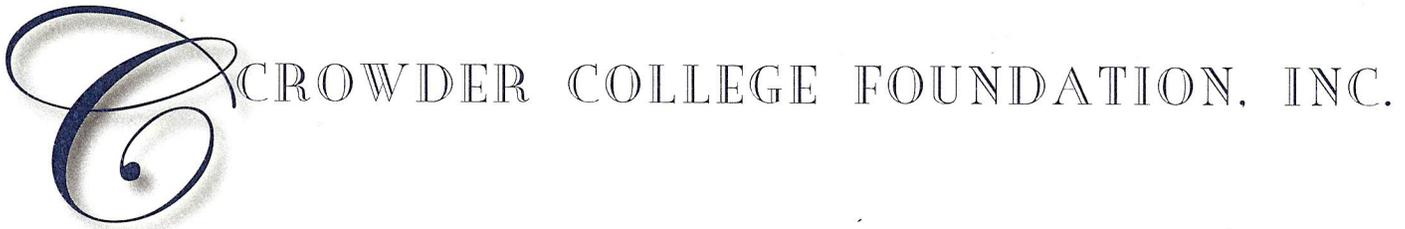
Please consider this letter as a testament to our support for Crowder College offering quality degree programs in our region.

Sincerely,



Dennis L. Pyle, City Administrator

Pride and Progress



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