

**Crowder College – The Mt. Vernon Art and Recreation Center (“MARC”)**

**Off-Site Center Proposal**

**Delivery Site:**

Mt. Vernon Art and Recreation Center  
822 West Mt. Vernon Boulevard  
Mt. Vernon, MO 65712

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

**Cooperative Partners:**

Mt. Vernon School District R-5  
City of Mt. Vernon  
Mt. Vernon City Administrator

**Authorization:**

Alan D. Marble, Ph.D., President



*Contact Information:*

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**Attachments:**

Letter of Support from the Mt. Vernon School District R-5  
Letter of Support from the City of Mt. Vernon (Mayor)  
Letter of Support from the City of Mt. Vernon (City Administrator)  
Letter of Support from Crowder College Foundation

**Proposal for Establishing a Residence Center at the  
Mt. Vernon Art and Recreation 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.

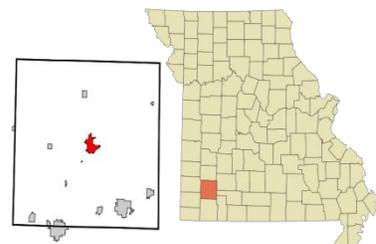


**CC 9 County  
Service Region**

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 Mt. Vernon Art and Recreation Center (the “Mt. Vernon Site”) which is located in Lawrence County. Through an existing partnership between CC and the City of Mt. Vernon, CC classes will be offered in the MARC at the Mt. Vernon Site. It is CC’s intent for the Mt. Vernon Site to be utilized as an approved site, offering an Associate of Arts Degree [General Studies] (“AA”), an Associate of Applied Science in Management Degree (“AAS Management”), and the Allied Health/Certified Nurse’s Assistant certificate program (“CNA”). The AA, AAS Management and the CNA program are currently offered at CC’s main (Neosho) campus. Utilization of facilities at the Mt. Vernon Site will provide additional classrooms and computer labs for expanding the AA, AAS Management and CNA courses into the Lawrence County area. Less than fifty percent (<50%) of any program will be offered at the Mt. Vernon Site without prior approval by the MDHE and the Coordinating Board of Higher Education.

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



through revenue generated by student enrollment at the Mt. Vernon Site. The Mt. Vernon 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 Mt. Vernon 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 Mt. Vernon Site.**

As previously mentioned, courses and programs to be offered at the Mt. Vernon Site will consist of AA, developmental education, AAS Management and the Allied Health/CNA program. Both traditional and non-traditional students will be served at the Mt. Vernon Site. 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 AAS Management and the Allied Health/CNA program are offered at the main (Neosho) campus. The CNA program is also offered at Webb City and Cassville, all with the same mode of course delivery.

**Student Enrollment and Demand.** In the spring of 2012, CC began offering classes in

Mt. Vernon at the MARC to determine if there would be enough demand from students to offer more classes in the Mt. Vernon area. As shown in the table above, with enrollment records kept by CC, the headcount almost doubled from the spring of 2012 to the spring of 2013.

<b><i>Mt. Vernon Unduplicated Headcount by Semester</i></b>	<b>Spring 2012</b>	<b>52</b>	<b><i>Total Unduplicated Students for Mt. Vernon Site</i></b> <b>145</b>
	<b>Fall 2012</b>	<b>82</b>	
	<b>Spring 2013</b>	<b>62</b>	

The number of CC credit hours offered at the Mt. Vernon Site for

<b><i>Mt. Vernon General Credit Hours by Semester</i></b>	<b>Spring 2012</b>	<b>270</b>	<b><i>Total Credit Hours for the Mt. Vernon Site</i></b> <b>1,295</b>
	<b>Fall 2012</b>	<b>599</b>	
	<b>Spring 2013</b>	<b>387</b>	

the same time period shows an increase of 70%. CC anticipates the number of credit hours will continue to rise as more students enroll at the Mt. Vernon Site.

**Demographics of the Mt. Vernon Site.** Although not the largest city in Lawrence County, Mt. Vernon is the County Seat. Mt. Vernon is located along Interstate 44, midway between Springfield and Joplin. It is the gateway to Route 265, the scenic "Ozark Mountain Parkway" shortcut to the Branson area. Based on data obtained from the *2010 Census*<sup>1</sup>, the population of the Mt. Vernon was 4,575 and included the following demographics:

	Mt. Vernon	Lawrence County	Missouri
<b>Population</b>	4,575	38,634	5,988,927
<b>Median Age</b>	40.3	37	37.9
<b># &lt; 5 yrs</b>	5.7%	6.7%	6.4%
<b># &lt;18 yrs</b>	21.4%	26%	23.5%
<b>#&gt; 65 yrs</b>	21.7%	16.6%	14.2%
<b>HS graduate or higher (25+ yrs)</b>	75.1%	80.4%	86.8%
<b>BS Degree or higher (25+ yrs)</b>	18.7%	14.6%	25.4%

The median income for a household in Lawrence County was \$39,829 as compared to \$47,202 for the State of Missouri. Approximately 17.5% of the Lawrence County population was below the poverty level as compared to 14.3% in the State of Missouri.<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
	Lawrence Co.	51.7	58.7

The *2010 Census*<sup>4</sup> reported 1,766 or 56.8% of the Mt. Vernon population as compared to 63.9% of the National Average being in the labor force.

Unemployment Rate – December 2012	
Location	Unemployment Rate
City of Mt. Vernon (as of 6/2012) <sup>5</sup>	6.4%
Lawrence County <sup>6</sup>	5.8%
State of Missouri <sup>7</sup>	6.7%
United States <sup>8</sup>	7.8%

<sup>1</sup> 2010 Census, [www.census.gov/2010census/data/](http://www.census.gov/2010census/data/), March 8, 2013

<sup>2</sup> <http://www.americantowns.com/mo/mountvernon/info>, March 18, 2013

<sup>3</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>4</sup> 2010 Census, [www.census.gov/2010census/data/](http://www.census.gov/2010census/data/), March 18, 2013

<sup>5</sup> [http://www.bestplaces.net/economy/city/missouri/mount\\_vernon](http://www.bestplaces.net/economy/city/missouri/mount_vernon), March 18, 2013

<sup>6</sup> [data.bls.gov/map/MapToolServlet](http://data.bls.gov/map/MapToolServlet), March 18, 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

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>9</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.

The following chart represents the population of Mt. Vernon by occupation as compared to the United States<sup>10</sup>:

OCCUPATION	Mt. Vernon	United States
Management, Business and Financial Operations	8.02%	14.04%
Professional and Related Occupations	20.44%	20.61%
Service	15.64%	14.45%
Sales and Office	25.13%	26.75%
Farming, Fishing and Forestry	0.73%	0.70%
Construction, Extraction and Maintenance	8.70%	9.42%
Production, Transportation and Material Moving	21.29%	14.05%

Industries providing employment in the Lawrence County area are (i) manufacturing (24.7%), (ii) educational, health and social services (18.6%) and (iii) retail trade (10.5%). In addition, the type of workers located in Lawrence County generally are (i) private wage or salary (77%); (ii) government (11%); (iii) self-employed, not incorporated (11%); and (iv) unpaid family work (1%).<sup>11</sup> The data in the chart above, taken with the statistics set forth above, all indicate Mt. Vernon to have a large concentration of manufacturing and transportation type industries.

Many factors have led to CC's desire to open the Mt. Vernon 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 Mt. Vernon 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 will continue to seek growth in industry. By approving the Mt. Vernon 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 Mt. Vernon Site.**

Initially, less than fifty percent (<50%) of any program will be offered at the Mt. Vernon 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

<sup>9</sup> <http://www.businessinsider.com/the-natural-rate-of-unemployment-in-2013-2013-2>, February 26, 2013

<sup>10</sup> [http://www.bestplaces.net/economy/city/missouri/mount\\_vernon](http://www.bestplaces.net/economy/city/missouri/mount_vernon), March 18, 2013

<sup>11</sup> [http://www.city-data.com/county/Lawrence\\_County-MO.html](http://www.city-data.com/county/Lawrence_County-MO.html), March 18, 2013

any changes in the instructional methods, current course structure or support services available at the Mt. Vernon 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 Mt. Vernon 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 Mt. Vernon Site with the assistance of the Coordinator. Students applying for admission at the Mt. Vernon 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 Mt. Vernon 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 Mt. Vernon Site as either late afternoon or evening classes:

Course Code	Course Title	Credit Hours	Room
<b>General Studies</b>			
COLL 101 01 MVN	College Orientation	1	MV103
ENGL 101 01 MVN	English Composition	3	MV103
ENGL 102 01 MVN	Advanced English Composition	3	MV103
MATH 111 01 MVN	College Algebra	3	MV102
PE 113 01 MVN	Lifetime Fitness and Wellness	2	MV103
PLSC 103 01 MVN	National, State, Local Government	3	MV104
PSYC 101 01 MVN	General Psychology	3	MV103
SPCH 101 01 MVN	Speech	3	MV102
<b>Accounting Courses</b>			
ACCT 101 01 MVN	Practical Accounting	3	MV103

Course Code	Course Title	Credit Hours	Room
<b>Business Courses</b>			
BSAD 108 01 MVN	Personal Finance	3	MV104
BSAD 125 01 MVN	Computer Applications	3	MV104
BSAD 150 01 MVN	Introduction to Business	3	MV103
<b>Allied Health/CNA Courses</b>			
CNA 101 01 MVN	CNA Tech I	5	MV102
CNA 102 01 MVN	CNA Clinical Experience	2	MV102
<b>Philosophy Courses</b>			
PHIL 101 01 MVN	Introduction to Western Philosophy	3	MV101
PHIL 121 01 MVN	World Religions	3	MV104
PHIL 202 01 MVN	Ethics	3	MV104
<b>Theatre Courses</b>			
TA 205 01 MVN	Introduction to Theatre	3	MV103
<b>*Developmental Education Classes (Do not fulfill degree requirements)</b>			
*COMM 080 01 MVN	Introduction to Communications	2	MV103
*LOC 040 01 MVN	Reading Enhancement	2	MV104
*LOC 050 01 MVN	Read Enhancement II	2	MV104
*LOC 090 01 MVN	Reading Across the Curriculum	3	MV104
*LOC 100 01 MVN	College Success	3	MV104
*MATH 040 01 MVN	Arithmetic	2	MV103
*MATH 050 01 MVN	Basic Algebra	3	MV103

The majority of the classes listed above are general studies courses. CC had 52 students enrolled taking a total of 270 credit hours.

In the spring of 2013, it is anticipated the following courses will be offered at the proposed Mt. Vernon Site, as either late afternoon or evening classes:

Course Code	Course Title	Credit Hours	Room
<b>General Studies</b>			
COLL 101 01 MVN	College Orientation	1	MV103
ENGL 100 01 MVN	Mechanics of Composition	3	MV103
ENGL 101 01 MVN	English Composition	3	MV103
HIST 106 01 MVN	U S History I	3	MV104
MATH 100 01 MVN	Interim Algebra	3	MV102
MATH 111 01 MVN	College Algebra	3	MV104
PE 113 01 MVN	Lifetime Fitness and Wellness	2	MV104
PSYC 101 01 MVN	General Psychology	3	MV104
SPCH 101 01 MVN	Speech	3	MV103
<b>Business Courses</b>			
BSAD 108 01 MVN	Personal Finance	3	MV103
<b>Allied Health/CNA Courses</b>			
CNA 101 01 MVN	CNA Tech I	5	MV101

Course Code	Course Title	Credit Hours	Room
<b>*Developmental Education Classes</b> ( <i>Do not fulfill degree requirements</i> )			
*LOC 040 01 MVN	Reading Enhancement	2	MV103
*LOC 050 01 MVN	Reading Enhancement II	2	MV103
*LOC 090 01 MVN	Reading Across the Curriculum	3	MV103
*LOC 100 01 MVN	College Success	3	MV103
*MATH 040 01 MVN	Arithmetic	2	MV104
*MATH 050 01 MVN	Basic Algebra	3	MV104

As reflected above, no more than 50% of any one program is projected to be offered at the Mt. Vernon 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 Mt. Vernon 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>12</sup>

**Mt. Vernon Site Services.** The Coordinator is located primarily at the Carthage Site and she is responsible for the day-to-day operations of the Mt. Vernon Site. A full time secretary is also located at the Mt. Vernon 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, students are attending classes and the bookstore is open. The Coordinator works closely with Division Chairs to select and match the most qualified instructor for classes to be taught at the Mt. Vernon 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 Mt. Vernon 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 ("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

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<sup>12</sup> Bureau of Labor Statistics Occupational Outlook Handbook 2008-09 Edition

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 Mt. Vernon 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 Mt. Vernon 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. Mt. Vernon 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 Mt. Vernon 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 Mt. Vernon offering two-year degree programs. Missouri Southern State University, a 4-year state funded university, located in Joplin, is approximately 42 miles from Mt. Vernon. Drury University, a private, liberal arts 4-year institution located in Springfield, has a campus location in Monett approximately 12 miles from Mt. Vernon. Due to the proximity of these other institutions to the Mt. Vernon Site, approval of this site will not raise any question of duplication of services in the Mt. Vernon area.

**Collaboration.** Letters of support from the City of Mt. Vernon and the Mt. Vernon School District R-5 exhibit the type of support, partnerships and collaboration necessary to make the Mt. Vernon 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 Mt. Vernon Site.**

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

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

Each year an assessment of the success of the Mt. Vernon 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 Mt. Vernon 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 Mt. Vernon 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 City of Mt. Vernon on planning and evaluating the needs and success of the Mt. Vernon 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	50	60	20%	70	16.7%
Part-Time	40	50	25%	60	20%
<b>Total Enrollment</b>	<b>90</b>	<b>110</b>	<b>22.2%</b>	<b>130</b>	<b>18.2%</b>

CC is not limited in how many students can be enrolled at the Mt. Vernon Site. The MARC building has close to 15 classrooms (potentially more), a gymnasium, a theatre/sanctuary, a full commercial kitchen, a hallway of art from the Mt. Vernon Arts Council and a nice, big lobby area that could accommodate 8 or more round tables. CC has full access to the facilities in the MARC and the Coordinator works closely with the City of Mt. Vernon 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. CC, the Coordinator and the City of Mt. Vernon enjoy a very close relationship and the City 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 Mt. Vernon Site will be a “*work in progress.*” Currently, only general studies courses, developmental education and Allied Health/CNA certificate programs are offered at the Mt. Vernon Site. If a student enrolls at the Mt. Vernon 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**

In January 2012, CC answered a call from Mt. Vernon residents who had asked for additional services and that is when provisional classes were offered at the MARC. CC views the Mt. Vernon 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. Donors in the area have made significant contributions toward scholarships for Mt. Vernon students, further solidifying the communities' commitment to the Mt. Vernon Site.

As with other CC campuses, the Mt. Vernon Site will provide high value and high quality educational opportunities to both traditional and non-traditional students. Students living close

to the Mt. Vernon 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 Mt. Vernon Site. In addition, approval of the Mt. Vernon 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 Mt. Vernon 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 Mt. Vernon 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 Mt. Vernon School District R-5  
Letter of Support from the City of Mt. Vernon (Mayor)  
Letter of Support from the City of Mt. Vernon (City Administrator)  
Letter of Support from Crowder College Foundation

Gene Ingle, Board President  
John Rutledge, Vice President  
Steve Wendler, Secretary  
Gary Emerson, Treasurer

David Botts, Member  
Ron Schmidly, Member  
Paul Brockman, Member  
Danny Bowling, Member  
Bob Misemer, Member



## Mt. Vernon School District R-5

731 S. Landrum  
Mt. Vernon, Missouri 65712

MR. RUSS CRUZAN  
Superintendent  
417-466-7573

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 of the Mt. Vernon Community. We 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.

The Mt. Vernon School District will work with Crowder College as they begin to establish an additional site in the local area. We are eager 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,

Russ Cruzan  
Superintendent of Schools

# City of Mount Vernon



P.O. Box 70 • 319 East Dallas • Phone 417/466/2122 • Mount Vernon, Mo. 65712

January 24, 2013

Amy Rand  
Crowder College  
601 Laclede  
Neosho, MO 64850

Dear Ms. Rand,

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 City of Mount Vernon and all or our respective departments are 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.

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,

David W. Eden  
Mayor  
Mount Vernon, MO

*"Honoring Tradition, Embracing the Future"*

# City of Mount Vernon



P.O. Box 70 • 319 East Dallas • Phone 417/466/2122 • Mount Vernon, Mo. 65712

January 24, 2013

Amy Rand  
Crowder College  
601 Laclede  
Neosho, MO 64850

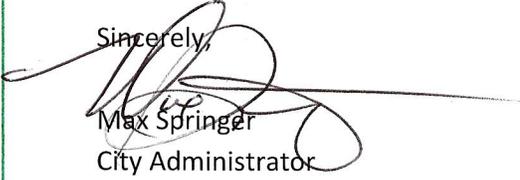
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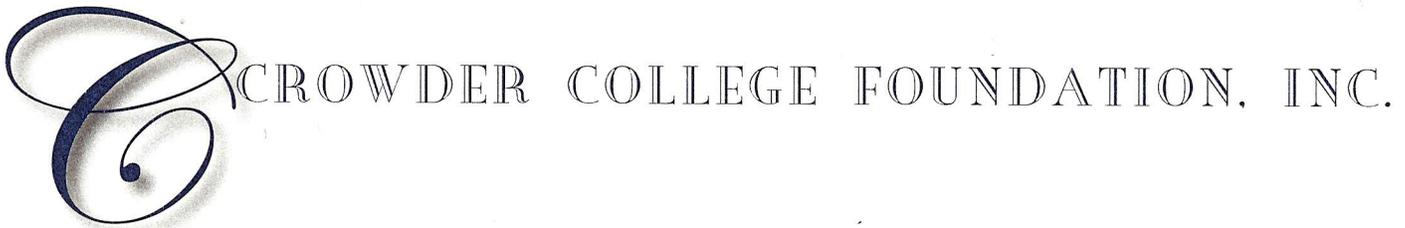
Our entire organization will work with Crowder College as they begin to establish an additional site in the local area. We are eager to lend advice and provide resources to support this endeavor.

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

Sincerely,

  
Max Springer  
City Administrator  
Mount Vernon, MO

*"Honoring Tradition, Embracing the Future"*



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,

A handwritten signature in blue ink that reads "Jim Armstrong".

Jim Armstrong  
Crowder College Foundation President

A handwritten signature in blue ink that reads "Pam Hudson".

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