

**Three Rivers Community College, Associate of Arts (AA)  
(off-site delivery in Sikeston, Kennett, and Malden, MO)**

**OFF-SITE DELIVERY PROPOSAL  
FORM OS**

**1. OFF-SITE DELIVERY OF AN EXISTING PROGRAM FORM**

**Sponsoring Institution(s):** Three Rivers Community College

**Program Title:** Associate of Arts

**Degree/Certificate:** Associate of Arts Degree

**Institution Granting Degree:** Three Rivers Community College

**Delivery Sites:**

TRCC – Kennett

901C South Bypass

Kennett, Missouri 63857

TRCC – Sikeston

103 Kathleen Street

Sikeston, Missouri 63801

TRCC – Malden

2203 Narvel Felts Boulevard

Malden, Missouri 63863

**Mode of Program Delivery:** Traditional and Interactive Television (ITV) course instruction

**CIP Classification:** 24.0101

**Implementation Date:** Fall 2010

**Cooperative Partners:** None

**AUTHORIZATION**

Dr. Devin Stephenson, President

*Person to Contact for More Information:*

Dr. Wesley A. Payne, Vice President for Learning

(573) 840-9689 / wpayne@trcc.edu

ASSOCIATE OF ARTS DEGREE EXPANSION COMPLETE PROPOSAL

## 2. NEED

The mission of Three Rivers Community College is to provide quality, accessible and affordable learning opportunities and services for academic scholarship and professional success. In the fulfillment of the mission, Three Rivers has historically provided access to educational opportunities at various sites throughout the fifteen county service area in response to the changing educational needs of its constituencies.

Research indicates that those primarily served by the off campus centers included in this proposal all have had unemployment rates higher than the Missouri state unemployment rate of 9.5 percent<sup>i</sup> and the national unemployment rate of 9.7percent<sup>ii</sup> during the last 12 months.

Unemployment Rates by County	
Dunklin	12.20%
Mississippi	10.00%
New Madrid	10.40%
Pemiscot	14.30%
Stoddard	11.60%

The above unemployment rates, when compared to the 4.6 percent natural unemployment rate<sup>iii</sup> of the United States clearly indicate the economic fragility of the area in question and shows these counties to be significantly disadvantaged.

The poverty rates of the counties served by the off campus centers in this proposal also demonstrate the economic difficulties faced by their citizens. Each of the counties, as shown in the table below, has some of the highest poverty rates found in the state<sup>iv</sup>.

Poverty Rates by County		
County	%	Rank
Dunklin	25.00%	109 of 115
Mississippi	26.10%	115 of 115
New Madrid	23.70%	107 of 115
Pemiscot	31.70%	116 of 115
Stoddard	11.60%	105 of 115

Educational attainment of higher education in these counties is also among the lowest in the state as shown by the table below<sup>v</sup>.

Educational Attainment by County				
County	Rank	Percent w/college degree	% some college	% Associate
Dunklin	112	11.83%	20.35%	3.09%
Mississippi	105	13.05%	17.80%	2.22%
New Madrid	86	16.72%	15.76%	3.40%
Pemiscot	115	10.70%	18.50%	3.95%
Stoddard	90	16.41%	21.50%	4.50%

When compared to the state rates of 33.4 percent attainment of some college degree, 25.1 percent attainment of some college, and 6.6 percent attainment of the associate degree it is apparent how far each of these counties has lagged behind other areas of the state and how desperately additional educational opportunity is<sup>vi</sup> needed.

By requesting permission to provide additional educational opportunities to these counties by offering the full Associate of Arts degree in Sikeston, Kennett, and Malden, Three Rivers Community College will be meeting an obvious need within our service region and more fully fulfilling the mission of the college.

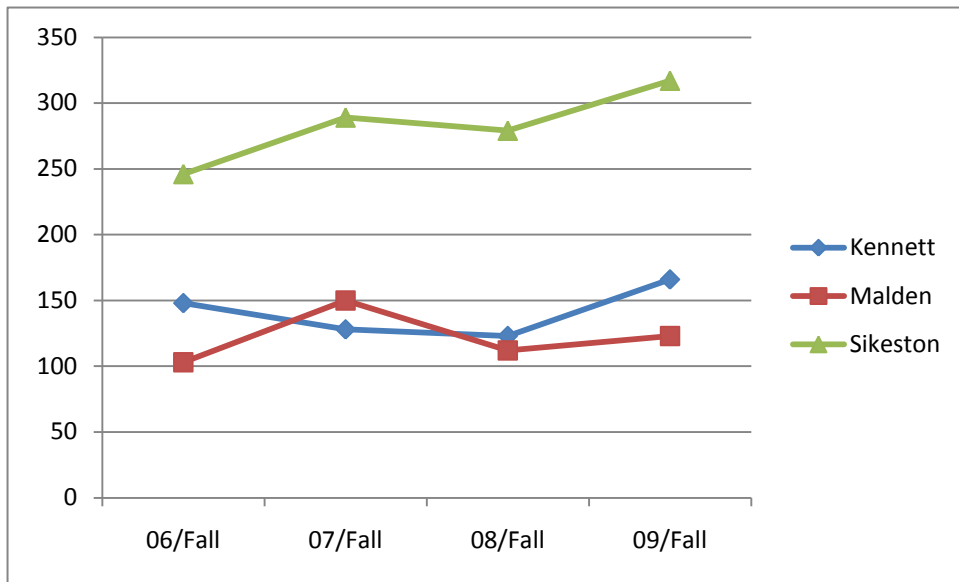
#### **A. Student Demand**

Three Rivers Community College strives to meet the needs of the citizens of its designated service area and to respond to identified programmatic expansion as resources allow.

The primary factors in determining the expansion of services at existing teaching locations and centers is through the tracking of enrollment and the use of advisory councils at each of the off campus centers.

Enrollment trends at each of the off-campus centers have shown growth in fall to fall numbers over the past four years as shown by the table and associated graph below:

Historic Enrollment				
	06/Fall	07/Fall	08/Fall	09/Fall
Kennett	148	128	123	166
Malden	103	150	112	123
Sikeston	246	289	279	317



Each off-campus center has an advisory board which meets twice yearly. During the meeting of the advisory board information is gathered from the members regarding the needs of the community regarding educational opportunities. During the Fall 2009 advisory board meetings numerous members brought forward the idea of expanding the existing offerings of the off-campus sites to include the opportunity for area residents to complete the full associate of arts degree. As a follow up to this the members were informally surveyed during the Spring 2010 meeting to determine the level need. The responses at all three advisory board meetings were highly in favor of expanding the existing program to include the full AA degree with 100 percent of participants indicating support.

Form SE included below projects enrollment for the next five years in the proposed Associate of Arts degree program expansion to be offered at the Sikeston, Malden, and Kennett off-campus sites. The enrollment projections depicted on form SE are based on current and historical enrollment at the sites since their inception. Additional factors considered in the enrollment projections are the number of degree seeking students from the areas predominately served by the off-campus sites, the number of graduates from high schools considered to be “feeder schools” for each of the areas served by the off-campus sites and the pattern of enrollment by part-time, full-time, traditional and non-traditional students at the off-campus sites. No limits to program enrollment are anticipated.

Enrollment projections are presented in both unduplicated headcount and in terms of FTE enrollment.

**FORM SE****STUDENT ENROLLMENT PROJECTIONS (Kennett)**

Unduplicated Headcount					
Year	1	2	3	4	5
Full Time	117	128	140	154	169
Part Time	66	73	80	88	97
Total	183	201	220	242	266

Full Time Equivalent Enrollment					
Credit Hours	1867	2053	2259	2485	2733
FTE	156	171	188	207	228

**STUDENT ENROLLMENT PROJECTIONS (Malden)**

Unduplicated Headcount					
Year	1	2	3	4	5
Full Time	81	90	99	109	120
Part Time	54	60	66	73	80
Total	135	150	165	182	200

Full Time Equivalent Enrollment					
Credit Hours	1403	1543	1698	1867	2054
FTE	117	129	141	156	171

**STUDENT ENROLLMENT PROJECTIONS (Sikeston)**

Unduplicated Headcount					
Year	1	2	3	4	5
Full Time	185	204	224	246	270
Part Time	164	180	198	218	240
Total	349	384	422	464	510

Full Time Equivalent Enrollment					
Credit Hours	3076	3384	3722	4094	4504
FTE	256	282	310	341	375

**B. Market Demand**

The Associate of Arts degree is the primary transfer degree offered by the institution. The degree is designed to provide the educational foundation required for numerous occupations. Data from the Missouri Economic Research and Information Center (MERIC)<sup>vii</sup> shows that three of the occupations with the highest growth potential in southeast Missouri are Network Systems and Data Communication Analysts, Farm, Ranch, and Other Agricultural Managers, and Computer Software Engineers, Applications, as shown below:

Top 10 Occupations by Projected Growth						
Occupation	Employment		Change		Annual Average Openings	Outlook
	Estimated 2006	Projected 2016	Numeric	Percent		
151081 - Network Systems and Data Communications Analysts	150	203	53	35.30%	8	53 - Well Above Avg. A-
119011 - Farm, Ranch, and Other Agricultural Managers	317	375	58	18.30%	8	53 - Well Above Avg. A-
151031 - Computer Software Engineers, Applications	214	250	36	16.80%	7	53 - Well Above Avg. A-

MERIC also indicates that all of the above occupations require at least a baccalaureate degree. The MERIC publication “Education and Training Needs for Missouri’s Workforce – 2018”

indicates significant growth in those occupations requiring an associate degree or higher as well as data showing that the average wage of those individuals earning an associate's degree is approximately \$ 25,000.00 per year higher than those with lesser levels of education.<sup>viii</sup>

The proposed degree will also provide a mechanism to fill the "soft skills" gap identified in the 2008 Missouri Skills GAP report<sup>ix</sup>. Soft skills refer to personality traits, ability with language, and personal habits. The report indicates that these soft skills gaps exist in all occupational categories covered and most commonly are seen in the areas of time management, reading comprehension, basic math, and basic English skills. The addition of the proposed AA degree has the potential to address these specific areas through the mastery of the intended learning outcomes previously outlined in this proposal.

An additional driver to market demand for the proposed degree is the ability of graduates to fully and easily utilize A+ funds to pay for their education. The current absence of the proposed degree creates both a burden and a barrier to area residents who are A+ eligible.

### **C. Societal Need**

The expansion of educational opportunities as proposed will assist the state of Missouri in achieving its vision, as outlined in the *Imperatives for Change: A Coordinated Plan for the Missouri Department of Higher Education* and specifically meeting the objectives of increasing the college attendance rates of both traditional and non-traditional students as well as increasing the percentage of Missouri residents who attain a postsecondary credential.

The proposed expansion of the Associate of Arts program to the Kennett, Malden and Sikeston centers will provide high value/high quality educational opportunities to both traditional and nontraditional students currently unavailable without the learner spending valuable time and dollars transiting to the main campus. Further, this reduction to the cost of education will create an increase in the disposable income of the citizens served by the off campus centers at Sikeston, Malden, and Kennett and will potentially provide a positive injection of purchases into the local economies, thereby aiding all citizens.

This increase in accessibility is fully aligned with the goals of Three Rivers, the state of Missouri, and the nation. The addition of courses toward the granting of the Associate of Arts degree is a natural progression from the current state of providing selected courses in the degree program and when combined with the increased economic benefits to local communities by graduates it is both appropriate and essential to increase the current college presence through the addition of the Associate of Arts degree.

### **D. Methodology**

Market demand and societal information was obtained from a variety of sources. Specific sources include, but are not limited to the following:

- Internet research on labor statistics
  - Bureau for Labor Statistics
  - Department of Economic Development
- Consensus of Three Rivers Community College Advisory Committee
- Literature review of trade journals
- Site visits with local educational agencies and businesses

The end notes contained within this proposal include specific URLs for the electronic information utilized herein.

### **3. DUPLICATION AND COLLABORATION**

As the designated community college service provider for 15 southeast Missouri counties including Dunklin, Pemiscot, New Madrid, Mississippi, and Stoddard, the Associate of Arts degree is not currently available through any other public institution in the area.

Transfer opportunities to baccalaureate providing institutions are provided through numerous articulation agreements with other colleges and universities located throughout the service region and state. Additionally, the 42-hour block of general education courses provided by Three Rivers is accepted at over 30 Missouri Institutions per CBHE's General Education and Credit Transfer (GECT) Policy.

Transfer data is regularly monitored to determine where additional programming needs exist and articulation agreements can be tailored to better meet student needs. According to National Student Clearinghouse data, of the 4,472 enrolled during the 2008-2009 academic year, 839 transferred to another college. Five institutions accounted for over half of the students who transferred from TRCC:

#### **Top Transferring Institutions**

<b>Institution</b>	<b>Students</b>
Southeast Missouri State University	227
Arkansas State University	81
Missouri State University	52
Central Methodist University	46
Hannibal LaGrange University	46



#### **4. FINANCIAL PROJECTIONS (Form FP Deleted)**

### **5. PROGRAM CHARACTERISTICS AND PERFORMANCE GOALS**

#### **A. Student Preparation**

The admission policy at Three Rivers Community College allows student admission into college programs based on interest, the ability to benefit from college services, and specific program entrance requirements. Admission requirements for the proposed off campus Associate of Arts program will be exactly the same as those required of students entering the program at the main campus. The addition of the program will serve both traditional and non-traditional college students primarily residing in Dunklin, Mississippi, Pemiscot, New Madrid, and Stoddard counties.

Three Rivers also offers a full array of compensatory education courses to serve students who demonstrate an ability to benefit from college services but are under prepared to enter college level courses. These courses are designed to meet the needs of these learners, to increase student success, and are currently available at the Sikeston, Malden, and Kennett Centers.

#### **B. Faculty Characteristics**

Faculty employed to teach are required to possess an earned degree from a regionally accredited institution appropriate to the level of instruction taught. Faculty members teaching courses in the Associate of Arts degree are typically required to possess an earned degree from a regionally accredited institution at the masters level or higher in the field of instruction or a master's degree from a regionally accredited institution and 18 hours of graduate course work in the field of instruction. Faculty credentialing requirements are identical for both fulltime and part time faculty.

Normal faculty requirements that exist for those teaching in other education programs will be required. When adjunct faculty is used, individuals must meet the same academic and professional requirements for teaching a given course as would be required to teach the same course on campus.

The normal load for full-time faculty is 15 semester credit hours and all full-time faculty are required to maintain a minimum of 10 hours of office time per week. In order to increase the accessibility of faculty students may meet during office hours, by appointment, on the main campus or at off campus locations. Additionally, faculty are available virtually through a variety of technological solutions. Students also have access to college email, further expanding the potential for contact with faculty.

To support the professional and personal growth of instructional faculty opportunities are made available to full and part time faculty through workshops, instructional modules that are

virtual and face to face and a college wide convocation schedule once each semester. Adjunct faculty are invited to participate in all training and development activities. Additionally, opportunities exist to attend local, state, regional and national conferences. When new faculty are hired, each is provided an orientation prior to their first semester, paired with a faculty mentor and allowed to concentrate on their instructional duties by reducing their service obligations during the first year of employment. In addition, faculty will be encouraged to become members of the Missouri Community College Association.

It is anticipated that the current ration of full time to part time instruction will be retained. Currently, full time faculty account for approximately 60% of instruction with part-time faculty providing 40%.

Members of the faculty will be expected to utilize various distance-learning methodologies such as Internet-based and interactive television (ITV) delivery methods.

### **C. Enrollment and Graduation Projections**

Based on enrollment projections, it is estimated that 150 students enrolled at the off campus sites will earn the Associate of Arts degree in the third year of implementation and that 275 students will earn the Associate of Arts degree by the fifth year.

### **D. Student and Program Outcomes**

Students successfully completing the Associate of Arts degree will be able to communicate effectively, analyze and synthesize information, demonstrate the acquisition of cultural literacy, and be aware of their personal and professional role in society. Students will develop these abilities in the core requirements of Humanities, Social and Behavioral Sciences, Physical and Biological Sciences, Mathematics, and their areas of emphasis.

Students' mastery of the knowledge domains encompassed in the 42 hour general education curriculum is measured at both the course and program level. Outcomes for each general education course are listed on the associated master syllabus and assessment of these outcomes occurs primarily at the course level. Assessment of intended student learning outcomes of student enrolled in the Associate of Arts degree at off-campus sites will be integrated into the current programmatic and college level assessment system.

Programmatically, intended student learning outcomes related to general education have been identified, courses have been aligned with these outcomes, and outcomes are assessed by both a general education capstone course and the Collegiate Assessment of Academic Proficiency (CAAP) test.

## **E. Program Accreditation**

Three Rivers Community College is accredited by the Higher Learning Commission of the North Central Association of Colleges and Schools.

## **F. Graduate Satisfaction Survey**

The Office of the Registrar administers a Graduate Satisfaction Survey to all students completing a degree or certificate program at Three Rivers Community College. The survey is included in the packet of graduation materials given to students each semester and may be returned to any TRCC location or via mail. The survey instrument is designed to measure the level of satisfaction graduates possess at the end of their educational experience. Specific emphasis is placed on the advising and instructional function with all major areas of the college being represented by questions. Results of the survey are analyzed to determine particular areas of concern with the goal of continuous improvement.

In the most recent survey, 69% of Fall 2009 graduates stated they believed they were either “very well prepared” or extremely well prepared” to undertake their future plans.

## **6. QUALITY ASSURANCE FOR OFF-SITE PROGRAM**

### **A. General Oversight**

General oversight for this program at the off-campus sites will rest with the VP of Learning, the Division Chair, and faculty. The Coordinator at each site is responsible for coordinating class schedules including ITV with the appropriate division chair. Additionally, the center coordinator is responsible for the normal day to day operations of the center and management of the center budget.

### **B. Faculty Qualifications**

Normal faculty requirements that exist for those teaching in other education programs will be required at all off-campus sites. TRCC has a current faculty with extensive previous experience and related professional development in this field. When adjunct faculty is used, individuals must meet the same academic and professional requirements for teaching a given course as would be required to teach the same course on campus. The Division Chair is responsible for hiring and evaluating the adjunct faculty.

Faculty employed to teach are required to possess an earned degree from a regionally accredited institution appropriate to the level of instruction taught. Faculty members teaching courses in the Associate of Arts degree are typically required to possess an earned degree from a regionally accredited institution at the masters level or higher in the field of instruction or a master’s degree from a regionally accredited institution and 18 hours of graduate course work

in the field of instruction. Faculty credentialing requirements are identical for both full time and part time faculty.

Normal faculty requirements that exist for those teaching in other education programs will be required. When adjunct faculty is used, individuals must meet the same academic and professional requirements for teaching a given course as would be required to teach the same course on campus.

### **C. Support Services**

Support services provided to off campus locations are equivalent to those available at the main campus to the extent possible.

Personnel from the associated college functional units regularly travel to the off campus locations to administer placement testing, conduct registration and enrollment, collect fees, provide faculty support and bookstore services, deliver financial aid counseling and academic advisement, assist with transfers and job placement, and disseminate informational materials. Support services are also available for students with disabilities to assist them with program access needs and academic accommodations. Additionally, the coordinators and facilitators present at the off campus sites have all been cross trained in business office, testing, and student support services so as to provide a continual avenue of access to college services.

Students attending off campus sites have remote access to many support services available on the main campus including library and academic support services. Students may communicate through e-mail with the librarian and other personnel at Three Rivers, and access all library materials available to main campus students. Included in this is access to a vast array of library holdings at public two-year and four-year educational institutions in the state through the MOBIUS subscription maintained by the college. Materials not available in electronic form, whether in the physical holdings of the TRCC library or another library, are delivered to the off campus sites upon request.

Students also have secure web access to pertinent information including College calendars, announcements, class lists, online registration, grades, financial information, and online resources via myTRCC.

Data from the most recent satisfaction survey indicates that students are generally satisfied with the overall quality of the support services at the college. The college strives for continuous improvement and as part of the ongoing assessment system will continue to monitor user feedback and initiate alterations to college programs and services as indicated.

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- <sup>i</sup> <http://www.labor.mo.gov/data/>
- <sup>ii</sup> [http://data.bls.gov/PDQ/servlet/SurveyOutputServlet?data\\_tool=latest\\_numbers&series\\_id=LNS1400000](http://data.bls.gov/PDQ/servlet/SurveyOutputServlet?data_tool=latest_numbers&series_id=LNS1400000)
- <sup>iii</sup> <https://www.cia.gov/library/publications/the-world-factbook/print/us.html>
- <sup>iv</sup> <http://www.ers.usda.gov/Data/povertyrates/PovListpct.asp?st=MO&view=Percent&longname=Missouri>
- <sup>v</sup> [http://www.luminafoundation.org/research/state\\_data/missouri.html](http://www.luminafoundation.org/research/state_data/missouri.html)
- <sup>vi</sup> [http://www.luminafoundation.org/research/state\\_data/missouri.html](http://www.luminafoundation.org/research/state_data/missouri.html)
- <sup>vii</sup> <http://www.missourieconomy.org/regional/profile/?ac=2915000007#Section6>
- <sup>viii</sup> Education and Training Need for Missouri's Workforce – 2018  
[http://www.missourieconomy.org/pdfs/ed\\_train\\_brief\\_lt\\_2018.pdf](http://www.missourieconomy.org/pdfs/ed_train_brief_lt_2018.pdf)
- <sup>ix</sup> Missouri Skills GAP 2008; [http://www.missourieconomy.org/pdfs/skills\\_gaps\\_final.pdf](http://www.missourieconomy.org/pdfs/skills_gaps_final.pdf)

**COOPERATIVE AGREEMENT FOR REVERSE TRANSFER  
LEADING TO THE ASSOCIATE OF ARTS DEGREE  
AT KENNETT, MALDEN, AND SIKESTON**

Southeast Missouri State University (Southeast) and Three Rivers Community College (TRCC) are committed to serving the educational needs of the communities and students at their educational centers in Southeast Missouri. This proposal is an addendum to the TRCC proposal to offer the Associate of Arts (AA) degree at the TRCC educational centers in Kennett, Malden and Sikeston and would provide present and future students at Southeast's regional campuses in Kennett, Malden, and Sikeston the opportunity to complete the AA degree. The curriculum will utilize courses from both institutions and the degree will be granted by TRCC. Students shall meet TRCC requirements for the degree as specified in TRCC's catalog with the exceptions and guiding principles outlined below:

- At any time during their enrollment, Southeast students currently or previously enrolled in Southeast classes at the Southeast Regional Campuses at Kennett, Malden, or Sikeston can seek admission to and transfer up to 52 credit hours to TRCC towards completion of the AA degree.
- To be awarded the AA degree from TRCC, a student must complete a minimum of 12 credit hours at TRCC. The 12 credit hours may be taken at any TRCC location or on-line and do not have to be the last 12 credit hours of the degree program. The 12 credit hours must meet the requirements of the AA degree as outlined in the TRCC catalog except as outlined herein.
- Students seeking the TRCC AA degree must take Southeast courses that articulate with the TRCC 42 credit hour General Education program, two credit hours of Lifetime Wellness, and 18-20 credit hours of electives selected with the help of a Southeast Regional Campus or TRCC advisor.
- For financial aid, the institutions will utilize existing individual consortium agreements as needed when students are taking courses at both institutions.
- TRCC will share class schedules with Southeast Regional Campus Advisors to assist students in selecting classes. Planning sheets developed for advising students at the Cape Girardeau Partnership for Higher Education will also be used for students in this program.
- Promotion of the program will be jointly planned and implemented in a manner that is supportive of both institutions.

This is a three year agreement beginning Fall 2010 and ending Summer 2013. This cooperative program will be reviewed at the end of each spring semester by the chief academic officers at Southeast and TRCC to determine its effectiveness and if changes are needed. Each year, the institutions will jointly report to the Commissioner of Higher Education the results of the agreement, any changes, agreed upon by both institutions, that need to be made, and/or any issues that need to be resolved. During the third year, representatives from both institutions will

report to the Commissioner of Higher Education their evaluation of the agreement and future plans for serving students in these areas. If the agreement is discontinued, the institutions agree to provide all currently enrolled students at least three years to complete their AA degree.

By signing this cooperative agreement, both institutions are committed to the success of this cooperative degree program to better meet the needs of the students in the Kennett, Malden, and Sikeston communities.

Approved:

\_\_\_\_\_  
President  
Southeast Missouri State University

Date: \_\_\_\_\_

  
\_\_\_\_\_  
President  
Three Rivers Community College

Date: 6-23-10