



# Missouri State University Multi-Site Visit

Joplin Extension Center and West Plains Extension Center

September 26, 2027

**Missouri State University  
Joplin Extension Center  
724 Illinois Avenue  
Joplin MO 64801**

**Programs Offered:**

Master of Business Administration  
Master of Social Work  
Master of Science in Elementary Education  
Master and Specialist in Education Administration (most classes held in local school district facilities)  
Master of Arts in Teaching (most classes held at Missouri Southern State University, our academic partner in this program)

**Missouri State University  
West Plains Extension  
128 Garfield  
West Plains MO 65775**

**Programs Offered:**

Bachelor of Science in Child and Family Development  
Bachelor of Science in Education  
Bachelor of Applied Science in General Agriculture  
Bachelor of Science in General Business  
Educational Administration Master and Specialist Cohort Programs  
Master of Arts in Teaching (MAT)  
Master of Business Administration  
Master of Science in Counseling  
Master of Science in Elementary Education

**1. ACADEMIC CONTROLS.** Explain the institution's systems for assuring appropriate oversight of instruction at its off-campus additional locations generally and at the locations to be evaluated specifically.

- Satellite locations are managed by on-site coordinators who are responsible for the oversight and administration of the facility, technology, classes, and student recruitment. On-site coordinators report to the Associate Provost of Access and Outreach.
- The personnel and structure at the main campus includes the ITV System and Off- Campus Coordinator who develops the class schedules with academic departments and secures ITV classrooms for delivery of instruction. In addition, there is an administrative assistant II who assists with the faculty approvals for teaching off-campus courses and creates spreadsheets to ensure the off-campus programs are fully staffed. The budget is consistently monitored through the Office of the Provost to ensure off-campus personnel needs are met. The Director of Publications and Marketing provides the marketing structure for Outreach activities including the off-campus sites and works closely with the site coordinators to create a comprehensive marketing plan. ITV delivery is supported by three fulltime engineers located at the main campus.

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- The institution assures timely availability of course work as the programs are master's or bachelor's degree completion so it is manageable to develop a rotational sequence of courses to be delivered over a specified time frame. Many of the programs are started as a cohort with student completion dates known in advance to be 2-2 ½ years from the start date.
- Program coordinators assure timely availability of off-campus programs by creating a rotation schedule so departments and faculty are aware of their course scheduling trajectory and students know the course rotation. In a few instances, courses offered through ITV have migrated to online delivery and are now only available to students at off-campus locations via online.
- Missouri State University ensures faculty at off-campus locations are well qualified as they are vetted and approved by the respective academic departments on the main campus and are then recommended for employment by the department head. Academic departments provide orientation for all faculty regardless of location with off-campus faculty encouraged to coordinate their course content, syllabi, and teaching methods with on-campus faculty teaching the same courses. Additionally, the ITV delivery format means that regular full-time faculty teaches students across all campus locations.
- The faculty teaching at off-campus locations are primarily the same faculty who teach at the main campus, as these faculty deliver instruction through ITV, or drive to the off-campus location. The Master of Social Work program at Joplin has two full-time faculty dedicated to Joplin, and West Plains has three full-time faculty employed in teacher education.
- Faculty at additional locations have a consistent understanding of their role; they are employed by the departments on the main campus and are included in regular faculty communication, creation of syllabi, and participate in program assessment processes including end of course evaluations, exit field tests, program revisions, and professional accreditation.

**2. REGULAR EVALUATION BY THE INSTITUTION.** What evidence confirms that systems are in place to ensure that the institution evaluates the additional location on a regular basis?

- The reporting line from the site to the main campus is the site coordinator reporting directly to the Associate Provost of Access and Outreach. Academic program schedules, student support, and advising schedules are communicated between the site coordinator and departments and involve the Associate Provost with resource allocation, changes in delivery, marketing, and strategic direction.
- MSU is responsive to concerns of faculty, administration and staff at the additional locations through timely email with questions answered regarding schedules, faculty appointments, and miscellaneous concerns fielded by ITV System and Off-Campus Coordinator. The ITV Engineer Supervisor oversees ITV needs and schedules technology delivery and upgrades to the off-campus sites. ITV distance learning is supported by ITV engineers who are centrally located in Glass Hall on the MSU campus and dedicated to the Outreach unit. There are three engineers supporting the needs of satellite locations. The marketing for off-campus is supported centrally by a fully developed publication and marketing unit of Missouri State Outreach. The academic departments provide advising and respond to site coordinators' questions on behalf of students. There is regular communication between the

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site coordinators and Associate Provost for Access and Outreach including email, ITV conferences, and site visits.

**3. FACULTY.** What evidence confirms that the additional location has adequate faculty, including an adequate number of appropriately credentialed faculty for the courses and programs available at the additional location?

- Faculty serving off-campus locations meet the same qualifications required of faculty who teach on the main campus and are actually hired by academic departments on the main campus. Requiring approval by academic departments ensures that the credentials of faculty are consistent across the institution. Additionally, some courses in all programs are taught by full-time faculty from the main campus, either on-site or by ITV.
- The table below illustrates the number of fulltime and per-course (part-time) faculty teaching each course section offered at Joplin and West Plains through Missouri State Outreach from fall 2009 through fall 2011.

	<b>Joplin Fulltime Faculty</b>	<b>Joplin Per Course Faculty</b>	<b>West Plains Fulltime Faculty</b>	<b>West Plains Per Course Faculty</b>
Fall 09	7	14	26	20
Spring 10	4	11	27	19
Summer 10	5	4	10	10
Fall 10	10	9	22	15
Spring 11	6	7	30	15
Summer 11	5	4	7	10
Fall 11	7	15	19	18

- The goal is to provide the same quality of experience to students at a distance that on-campus students receive. Student performance would seem to bear this out. For example, in Joplin the Master of Social Work students recently scored higher than their Springfield counterparts on the departmental comprehensive exam that was the same for students at all locations.

**4. FACILITIES.** Describe the facilities generally available at the institution's multiple off-campus additional locations and at the specific locations being visited. Include classroom and laboratory space as well as space for faculty and administrative needs.

- Missouri State University determines what space is needed at a particular location by identifying the program to be delivered, the method of delivery, and course schedule. Missouri State designs facilities according to programs and does not open sites that are general education or full delivery of bachelor's degrees. Each location is tailored to the program delivered, taking into account program standards, expectations, and community partners.
- In Joplin and West Plains, on-site coordinators work collaboratively with academic department heads and Outreach administration to maintain academically sound facilities. As many of the courses are provided through interactive video (ITV), classrooms have consistent classroom technology and instructional capabilities. Academic units have full-time faculty teaching at each site and program administrators visit the West Plains and Joplin campuses periodically promoting understanding and good communication regarding

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facilities. No classes are scheduled at a location without consultation with academic departments on the main campus and on-site coordinators are held responsible for communicating any facilities issues to appropriate administrators on the main campus.

- The West Plains site is co-located with MSU-West Plains so classrooms, computer labs, library facilities, and parking are available for MSU-Springfield students. Currently, the West Plains Outreach office building is located in a house on the edge of the MSU-West Plains campus. The building is handicapped accessible on the lower level where conferences and advising can occur. On September 14, 2011, the University announced a major gift to renovate Gohn Hall on the West Plains campus for approximately 2.5 million dollars with the renovation beginning in the spring of 2012. The renovated facility, dedicated to MSU Outreach, will provide seven ITV enhanced classrooms as well as administrative and faculty offices.
- Stand-alone campuses such as Joplin are chosen with parking, safety, and convenience of students considered prior to leasing the space. The Joplin facility has three classrooms that can hold class enrollments of 20, 10-12, and 6 respectively. Each room is equipped with a 52" plasma TV, a computer, an ITV unit, a document camera, and a DVD player. There is an office for the site coordinator and an office shared by two social work faculty. There is a fax machine and copy machine for faculty use. There are 44 parking spaces available to students and faculty in the evening. The building and restrooms are handicapped accessible.
- Students are able to access and order their textbooks through the University bookstore website. They can then be shipped to the student's home address. Any supplementary materials are sent from the main campus to on-site coordinators for distribution to students.
- Outreach students attending classes at the MSU-WP campus have an option to obtain their books from the local college bookstore in West Plains. The on-site coordinator is responsible for providing a list of courses to the local bookstore each semester so that the books can be stocked and purchased by students attending completion programs off the main campus.
- The institution addresses ADA by providing services to students in an accessible location.
- The institution receives and addresses comments and suggestions from faculty and students on facilities through multiple avenues. Students are invited to comment about any concerns in the classes they take, including those regarding facilities, via the course evaluation forms routinely given in classes held at satellite locations. Additional contact information is readily available on the website. On-site coordinators are available to receive and address any concerns from students, faculty or staff, and reports are made to the site coordinators, who work with main campus personnel to resolve issues. ITV issues are addressed by facilitators at the off-campus location as well as ITV engineers at the main campus who provide coverage from 8:00 A.M. until the end of classes in the evening. Missouri State Outreach is very responsive to requests by the satellite campus as illustrated by regular trips made to the off-campus locations to support technology upgrades.

**5. RESOURCES.** What evidence confirms that the additional location has adequate resources?

- Faculty are supported by the academic department as well as Missouri State Outreach. If faculty travel to satellite campuses, they receive mileage reimbursement, and in several instances, rental car reimbursement is made to the faculty member. Faculty members have the same course materials available as faculty at the main campus including textbooks, supplemental materials, and technology.

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- Missouri State is migrating courses to a blended delivery through Blackboard 9.1. Faculty who teach in the blended format provide all materials online and they are available to students regardless of location. The departments with large programs in West Plains and Joplin purchased duplicate sets of course materials.

**6. ACADEMIC SERVICES.** Explain the services provided to support the academic program generally across the institution's multiple off-campus additional locations and at the specific locations being evaluated.

- On-site coordinators are present as the first point of contact for students needing to access academic services. On-site coordinators assess a student's needs and then direct that student to the appropriate resources. On-site coordinators ensure quality of service by acting as advocates for students and ensuring that their needs are met by the University.
- All academic programs delivered at satellite locations have published course periodicities which enable students to complete an academic program within a reasonable time. Academic departments on main campus are responsible for ensuring classes are offered as planned.
- Student feedback is collected through surveys – website, email, and paper formats – in all Student Services offices. Links to surveys are available on the Student Services website ([www.education.missouristate.edu/services/](http://www.education.missouristate.edu/services/)) for all offices. In addition, student teachers evaluate the services through Survey Monkey at the end of their clinical experience. Students are able to report any problems to on-site coordinators who are charged with forwarding those complaints to appropriate administrators on the main campus. Faculty may report problems to the on-site coordinators or to their academic department.
- Academic advisors familiar with completion programs off-campus advise students by phone, through email, or by periodic visits at satellites each semester to keep them on track with their program of study. For the College of Education, students on the West Plains campus have an advisor on-site. In West Plains, tutors for many classes are accessible through the Student Advisement and Academic Support office on the Missouri State University, West Plains (MSU-WP) campus. In Joplin, tutors are available by phone/email or by setting an appointment with a tutor in Springfield.
- Computers are made available for students in satellite facilities. Students are able to use the Internet to connect to Springfield library resources and databases to do research; the West Plains site has access to the computer lab in Lybyer Technology Center on the West Plains campus. The help desk in Lybyer can also assist students with setting up the necessary email and access accounts needed through the Springfield campus. Lybyer Technology Center is open until 10:00 P.M. Monday through Thursday, and until 5:00 P.M. Friday and Saturday during each academic semester.
- MSU-WP students also have access to the Garnett Library on-site through MSU-WP during the hours of 8:00 A.M. to 10:00 P.M. Monday through Thursday and on weekends during each academic semester. Students at all campus locations have the opportunity to reserve books from Springfield campus through MOBIUS and have them delivered to the satellite location.
- On-site coordinators are available during regular business hours to assist students. Facilitators are present when classes are being held, including during evening hours. Students are able to interact with these personnel directly and they are able to interact with student support personnel by phone and email. Students at all locations may utilize the University web site ([www.missouristate.edu](http://www.missouristate.edu)) online twenty-four hours a day to manage their

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accounts. Contact information for admissions, registrar, business office, student records, and financial aid is easily located by clicking on the alphabetical index at the top of the main webpage.

**7. STUDENT SERVICES.** Explain the institution's systems for providing student services at its multiple off-campus additional locations.

- Services are delivered, managed, and assurance of quality maintained by the off-site coordinators.
- The off-site coordinators provide a reporting and feedback mechanism that addresses concerns of students and faculty at the off-campus sites.
- Students at off-campus sites connect with admissions, registration, business office, student records, and financial aid through the main campus.
- These services are available during regular office hours by telephone, in person, email, and via Skype.

**8. FINANCIAL STABILITY.** What evidence confirms that the additional location is a financially sound operation?

- Missouri State University has a statewide commitment and public affairs mission providing the impetus to serve students at a distance and the ITV format makes it feasible to offer classes at many locations concurrently. Enrollments are reviewed and discussed each semester to ascertain growth and needs of the off-campus site. There are minimum enrollments in place for all MSU courses to assist in financial viability of the offering. Course minimum enrollments are also balanced with student needs for program completion. As program enrollment numbers diminish, the program is discontinued.
- Below are enrollments for Joplin and West Plains locations over the past two years. As students utilize distance education modalities by combining iCourses, online, and ITV deliveries, it becomes more difficult to track off-campus program enrollments. One charge to the Enrollment Management Committee this year is to determine a tracking mechanism in the Banner system to identify students by location code within deliveries.

<b>Joplin</b>	<b>ITV Classes</b>	<b>ITV Enrollment</b>	<b>ITV CHP*</b>	<b>On-site Classes</b>	<b>On-site Enrollment</b>	<b>On-site CHP</b>	<b>CHP Totals</b>
Fall 09	6	42	126	17	224	672	798
Spring 10	3	30	90	12	162	414	504
Summer 10	2	16	48	7	87	221	269
Fall 10	2	24	72	17	211	624	696
Spring 11	4	25	75	9	102	416	491
Summer 11	2	31	93	7	64	154	247
Fall 11	3	15	51	19	157	443	494

\*Credit hour production



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West Plains	ITV Classes	ITV Enrollment	ITV CHP*	On-site Classes	On-site Enrollment	On-site CHP	CHP UG/G Totals
Fall 09	27	158	126	22	254	832	958
Spring 10	25	104	227	21	162	839	1,066
Summer 10	14	73	214	7	54	134	348
Fall 10	14	111	315	22	199	606	921
Spring 11	26	168	440	19	188	669	1,109
Summer 11	8	39	109	9	44	146	255
Fall 11	21	128	374	16	239	750	1,124

\*Credit hour production

- There is a campus-wide budgeting process with budgets reviewed annually and approved by the Board of Governors. The Outreach budget is determined based on past budget history and budget carry over is allowed only under special circumstances with approval of the Provost. Funds can be transferred within the Missouri State Outreach budget accounts to meet the needs of off-campus sites if needed.

**9. LONG RANGE PLANNING.** What evidence confirms that the additional location fits into the mission and strategic plan for the institution?

- The 2011-2016 Long-Range Plan: Fulfilling Our Promise has as its first objective to increase programs through alternative pathways including off-campus locations and provides impetus for serving students at a distance through multiple modalities.  
<http://www.missouristate.edu/longrangeplan/publicaffairsobjectives.htm>
- In terms of future program delivery, Missouri State Outreach will continue to grow programs and sites through collaboration with MSU- WP, Crowder College, and Ozarks Technical College (OTC). MSU Outreach has been invited to partner with OTC on bachelor's degree completion programs at Waynesville when their new facility opens. This is in the planning stages and will require need assessments and discussions with Fort Leonard Wood regarding program demand and feasibility. There are a variety of opportunities to expand programs in West Plains and through Crowder College in Neosho, Nevada, and Joplin.
- Joplin and West Plains sites anticipate steady and incremental growth over the next three years. Beyond that time frame, there are plans for a new facility on the MSU-WP campus that will provide increased visibility and growth potential. Growth at the Joplin site has been stalled to a degree due to the May, 2011 tornado that interrupted plans to co-locate with Crowder College of Neosho at an established college campus in Joplin. The partnership with Crowder promises to provide a pathway for increased enrollment once an alternative site is identified.

**10. ASSESSMENT OF STUDENT PERFORMANCE.** Explain the institution's systems for assessing student performance across its multiple off-campus additional locations and at the locations being evaluated specifically.

- Students and instructors are held to the same academic policies and standards established for the main campus. For example, students in the Master of Social Work program go through the same admissions process as main campus students, must meet the same



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entrance requirements at the Joplin location as the main campus, and must make the same academic progress as main campus students in order to complete the program (e.g. they are dismissed from the program after two grades of C or below). The goal is to ensure that there is no distinction between students at satellites versus the main campus. Thus, any evaluation techniques used for off-campus students are the same as those for on-campus students.

- Academic standards and policies are no different for off-campus students than main campus students and are administered by the academic departments.

**11. MARKETING AND RECRUITMENT.** Explain the institution's strategies for marketing and recruitment of students to its multiple off-campus additional locations and to the particular locations being evaluated.

- Missouri State University confirms that marketing and recruitment information is accurate and complete through a publications and marketing unit dedicated to Missouri State Outreach. The Director keeps in close contact with site coordinators who work closely with academic departments.
- Academic department heads work with their respective deans on program communication including degree information, course periodicities, accreditation, and government requirements to ensure that print and web based information is accurate. Promotional materials developed through Missouri State Outreach are done in collaboration with academic programs and on-site coordinators working together to develop student recruitment and advising literature.
- The website was redesigned in June 2011 to reflect changes in Missouri State Outreach as well as provide more straightforward information for students to access.
- Each satellite campus has specifically designed publications to distribute to their students by program.
- The institution answers questions or addresses comments from individuals about the information related to the additional locations primarily through the off-site coordinators. The website has personnel listed with email links and telephone numbers so students can contact administrators, academic advisors, and faculty.