

CRITERION V:

ENGAGEMENT AND SERVICE

As called for by its mission, the organization identifies its constituencies and serves them in ways both value.

Criterion Overview

At Adams State College, service and engagement have regional implications. Beginning at its founding in 1921 with a primary mission to prepare school teachers for rural Colorado, Adams State College has focused on quality education for the entire region. Today, ASC's focus on education, culture, and economics is supported by the College's commitment to educational access and opportunity for success," promoting the "unique history and culture of the region, and the need to stimulate economic development in the San Luis Valley." This chapter examines service, engagement, and outreach for the "common good" in the three areas targeted in our *Mission Statement* and *Institutional Goals*.

Colorado legislative and policy directives that support engagement have focused on education and provide a mandate that can be expanded to all areas of our *Mission*. In 2002, Colorado House Bill 02-1165 proclaimed:

The roles and missions of Colorado institutions located in rural settings, particularly Adams State College, Mesa State College, and Western State College of Colorado should be guided less by their status as "state colleges" and more by a designation as "regional or community higher education provider." For purposes of strategic planning, Colorado should emphasize mission flexibility and program relevance suited to the needs of the areas served by the providers.

In a 2003 policy statement, the Colorado Commission on Higher Education (CCHE) mandates that these same colleges have as their primary goal the assessment of regional educational needs and, in consultation with the Colorado Commission on Higher Education, the allocation of resources for the purposes of meeting those needs. These mandates provide statutory support as Adams State College reviews and revises the institution's patterns of service and engagement in the community and region.

The changes and challenges experienced during the period of this report are well reflected in the sixth report of the Kellogg Commission (2000, p. 22):

By engagement, we refer to a redesign of basic university functions so the institution becomes even more productively involved with communities . . . Going well beyond most conceptions of public service, which emphasize a one-way transfer of university expertise to the public, the engagement ideal envisions new public/university partnerships defined by mutual respect for what each partner brings to the table.

This chapter is a report of challenges and responses as Adams State College

- Shifts from a one-way service model to a two-way collaborative model of engagement
- Leverages resources in a time of declining state support/funding and re-organization of state colleges
- Develops mechanisms to provide accounting of our progress

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- Identifies and works proactively with the multiple constituencies in our service area, particularly those who have been underserved in the past

Adams State College strives to use knowledge gained from past challenges to strengthen efforts to build effective partnerships and reaffirm the diverse peoples and needs of the San Luis Valley and rural Southern Colorado.

Core Component 5a: The organization learns from the constituencies it serves and analyzes its capacity to serve their needs and expectations.

GEOGRAPHIC IDENTITY

Adams State College is located in the San Luis Valley (SLV) of southern Colorado, a distinctive geographical region of 8,914 square miles located in an alpine valley at an elevation of 7,500 feet that is surrounded by the Sangre de Cristo and San Juan mountain ranges. Our constituents are initially identified geographically, beginning within the San Luis Valley and, more recently, extending throughout southern Colorado. Communities in these regions are typically small rural towns with lower socio-economic status than the state on average, a predominance of Hispanic and white populations, and an economy primarily supported by agriculture, small business, and government employment.

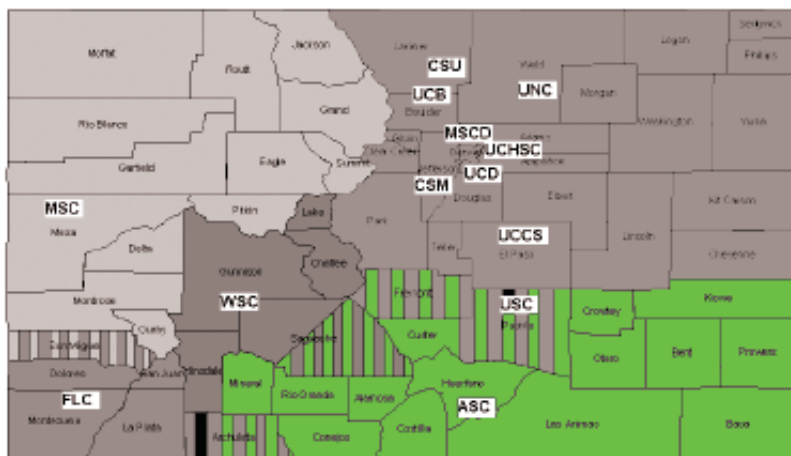
The San Luis Valley has a large proportion of Hispanic individuals, primarily descended from families who migrated to the area in the mid-1800s. The northern counties have larger numbers of recent Hispanic immigrants. The majority of long-established white, non-Hispanic families immigrated to the region in the late 1800s and early 1900s, part of a Mormon settlement still present in the region. These patterns of settlement reflect the cultural heritage of the San Luis Valley. There are a few very small populations of other ethnicities in the San Luis Valley, totaling 1,397 persons (less than 3 percent).

REGIONAL EDUCATION PROVIDER

Demographics in the larger CCHE-defined service area for ASC are comparable to the Valley in terms of personal income, education, and poverty levels, as well as general poverty levels and business activity. The size of Hispanic populations in counties to the east and west of the San Luis Valley varies widely, from 41.5 percent in Las Animas County and 38 percent in Pueblo County, to 22 percent in Crowley County and 7.3 percent in San Juan County.

As a Colorado Regional Education Provider, Adams State College determines and addresses regional educational needs. As mentioned in Criterion II, these needs can be addressed through the extension of existing programs, the creation of new undergraduate programs, partnerships

with other educational institutions, and delivery of graduate programs. As a Regional Education Provider, Adams State College receives letters of request for programs of study or professional development opportunities from school districts and regional Boards of Cooperative Educational Services (BOCES). Assessments are also conducted to determine educational needs in the region.



LISTENING TO AND INTERACTING WITH CONSTITUENCIES

Private, State, and Federally funded projects require needs assessments to justify program funding. ASC's successful applications for a large number of funded projects demonstrate our ability to assess local needs and to develop appropriate services. Evaluation of these projects provides further input to identify and design services. Examples of funded projects include the Title V Cooperative Grant, Teacher Quality Enhancement Grant, and Project ALCANCE Grant for Teacher Training for Linguistically Diverse Students.

Adams State College's Community Forum series, begun in September 2004, is a proactive effort to develop more collaborative relationships with the College's constituencies. The ongoing forum series, entitled "Talk Straight with Adams State," fosters continuous conversation among ASC and San Luis Valley communities. The forums work to determine ways in which the College can assist the community in meeting their needs, to pool resources, and to collaborate in efforts to improve the standard of living for everyone in the San Luis Valley. Outcomes expected from these forums include increased community awareness of what ASC has to offer, reduction of overlap in community services, greater coordination and partnership in area projects, more input into how ASC programs can be improved and expanded, and better communication. Initially the forums were funded through the ASC President's Office; currently they are funded through Adams State's Office of Community Partnerships. This effort is supported by seed money from the Anschutz Foundation and funding from HUD's Office of University Partnerships.

To date, five community forums have been held. Four of these were in Alamosa and the fifth in Conejos County, our neighboring county to the south. The initial forum in Alamosa and the forum in Conejos County focused on how Adams State can better assist the communities. Other topics have included economic development, healthcare, and arts in the San Luis Valley. More than 500 people have attended the forums, building community understanding and cooperation.

Program reviews are another way that Adams State College learns from its constituencies. Regular program reviews, completed on a five-year cycle, take place in all academic departments of the College. Some of the College's academic programs use an external consultant/reviewer. Most programs use alumni and employer surveys to assist in restructuring or fine-tuning degree plans. For example, the Counselor Education program changed its curriculum to reflect the needs of regional mental health centers by adding the Diagnosis course.

The question of offering a BSN Completion Program was first raised about 25 years ago. A team of local practice nurses, nurse educators, and ASC personnel began the process of developing an RN to BSN curriculum in fall 2001. Following the development of an initial curriculum, the project was further developed by the San Luis Valley Nurses' Forum, a group of nurse leaders from the community.

After receiving approval from the Colorado Commission for Higher Education, the SLV Nurses' Forum continued work in addressing the development and start-up of the program through October 2004. Most members of the Nurses Forum have agreed to continue involvement with the program through membership in the ongoing advisory committee to the nursing program. A director of the program was hired in August 2004, and classes began in January 2005.

Adams State College has listened to our constituencies regarding their needs and is willing to offer what is within our capacity to meet those needs.

**Core Component 5b:
The organization has the capacity and the commitment to engage with its identified constituencies and communities.**

Adams State College possesses a strong commitment to engage our community and constituencies. We choose to offer programs and educational opportunities that ASC can adequately support and will have a beneficial impact in our communities.

The College's service capacity is expanded by numerous successful grants that address everything from lab equipment in the sciences, to community outreach, and tuition waivers for master's degree seeking students.

The Graduate School was established in 2005, in part to improve services to off-campus students. Adams State College graduate programs are offered over a large area of Colorado through a variety of delivery modes. The Graduate School provides a single point of contact for taking care of college business and offers extended office hours. Additionally, communication with off-campus students has become a priority, and the website, catalog, and handbooks have been revised to reflect current practices. All of these efforts increased the capacity of ASC to meet the needs of current and future graduate students.

Adams State College recognizes the importance of its students for developing capacity to engage its constituents. Through internships, practicums, and field study courses, students work in businesses, schools, mental health centers, and other agencies to provide services reflective of their education and goals. Sociology students work with external constituents at local agencies such as Tu Casa (domestic violence services), La Puente (homeless shelter), and Valley Horizons (teen pregnancy services). Business students assist community members with tax preparation at no charge. Capstone courses and other coursework often produce research that is shared with the community.

The ASC community as a whole meets constituents' needs through clubs and service organizations, as well. The annual ASC Cares Day provides service learning opportunities for student organization members that range from painting and cleaning at the campus child care center (Gingerbread House) to stocking shelves and serving clients at the local food bank. Members of the Adams State College Cross Country team, as well as other ASC athletic teams, helped the La Puente homeless center move to a temporary location during the renovation of their building. Staff and faculty from the Department of Teacher Education remodeled the Parent Center at Alamosa Headstart in preparation for their annual audit.

The College provides services that support the economic, educational, and cultural interests of the San Luis Valley and, by State mandate, extends its educational services to the larger area of Southern Colorado. It remains for ASC to find programs and mechanisms to serve the economic and cultural needs of this larger service area. The breadth of programs described above reflect the capacity and commitment of the College to serve the multiple and diverse constituencies in the region.

**Core Component 5c:
The organization demonstrates its responsiveness to those constituencies that depend on it for service.**

Adams State College faculty, staff, and students respond to the educational needs of our constituents. Programs have been created, delivery methods have been refined, partnerships have developed, and service has grown as a result of ASC's responsiveness. Adams State College grounds its engagement and service in educational access and opportunity, as historically mandated at its founding. An evolving sense of institutional mission is helping the College community better address the issues of educational access, opportunity, and student success.

EDUCATIONAL NEEDS

A variety of programs demonstrate our commitment and responsiveness, including TRIO grant-funded programs, Department of Teacher Education grant-funded programs, a range of distance education options, and an array of projects and programs supported by academic departments.

One example is the BSN completion program mentioned above, begun in 2005 as a direct result of listening to the needs of our constituencies. Needs assessments conducted over the past several years have indicated the need for additional highly trained health professionals in the San Luis Valley and the greater region. The College recently developed and approved an Agri-business program as a direct result of SLV residents' requests.

The Graduate Teacher Education and the Counselor Education programs at Adams State College deliver community-based graduate programs in several endorsement areas at rural sites throughout Colorado. These off-site locations include, among others, La Junta, Pueblo, Durango, Cortez, Cañon City, and Grand Junction. Additionally, the Counselor Education Department began a hybrid delivery model to attract students both nationally and internationally.

ASC's Division of Extended Studies delivers distance education programs, including distance degrees, to a wide variety of off-campus constituents who would otherwise be unable to pursue an education. Examples include certificate programs, baccalaureate degree programs in education and business in rural areas (REAP), College @ High School, delivery of courses for the Colorado Department of Corrections, and professional development courses for K-12 educators throughout the state.

TRIO PROGRAMS

Since 1973, Adams State College has provided institutional support for TRIO programs funded by the Federal Office of Postsecondary Education. Upward Bound and Talent Search, are directly geared toward local junior and senior high school students. Student Support Services serves ASC students.

From 1995 through 2006, Talent Search served an average of nearly 1,000 students per year in 13 of the 14 San Luis Valley school districts. As an intervention for low-income, high-risk students in grades 6 through 12, the program provided early intervention and counseling, as well as information about college admissions requirements, scholarships, and various student financial aid programs. Unfortunately, the Talent Search grant was not funded in 2006. Adams State will pursue renewal in the next funding cycle.

Upward Bound serves an average of 80 students per year in 7 of the 14 San Luis Valley school districts. The program prepares high school students who are the first generation in their family to attend college. Participants receive instruction in literature, composition, mathematics, and science on the college campus after school, on Saturdays, and during the summer. Services are provided in collaboration with the schools, as well as with community agencies such as San Luis Valley Mental Health Center, which provides counseling; the Boys and Girls Club, which recruits participants; Rocky Mountain SER/Jobs for Progress, which provides summer employment for juniors and seniors; and the Area Health Education Center, which offers workshops and counseling.

Student Support Services (SSS) has successfully served first-generation, low-income students and students with disabilities since 1979. Currently, SSS provides a comprehensive package of services to 175 eligible students with the goals of fostering a supportive institutional climate and of retaining and graduating them from Adams State College. These services include counseling (academic, career, financial, and personal), individualized and group tutoring,

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peer/faculty mentoring, a pre-collegiate Summer Scholars Program, college success workshops, educational trips, graduate school preparation, and supplemental grant/scholarship aid to select qualified participants. Its “family” approach allows SSS to work in close partnership with students, to be devoted to their academic success, and to advocate, as well as empower them to advocate, for the resources and knowledge to ensure their success.

K-12 PARTNERSHIPS

Most academic departments at Adams State College partner in some way with local or regional public and private schools. Examples of these partnerships are discussed below.

The science programs have a variety of activities designed to expose local K-12 students to science and science-related occupations. The Physics program has hosted hundreds of school children each year at the Zacheis Planetarium. Presentations include planetarium shows, live star and planet watching through the telescopes, and an annual rocket contest. A robotics workshop for high school students was begun in 2005. The Chemistry program puts on an annual Chemistry Magic Show and then hosts K-12 students in college labs afterward for a variety of fun chemistry projects. The Department of Biology and Earth Sciences hosts dozens of elementary and middle school tours each year in the Edward M. Ryan Geological Museum, which is an exceptional resource for the College and region. All of the science departments support and staff the annual Regional Science Fair.

The Adams State College Teacher Education Department recently hosted the third Math Academy on campus. Working with partner districts in the San Luis and Arkansas Valleys, public school students and teachers come to the ASC campus to work with hands-on, problem-based algebra. The Math Academy is supported by a grant from the No Child Left Behind initiative that was awarded by the Colorado Commission on Higher Education. This project uses a summer math academy, classroom coaching, and lesson study, focusing on pre-algebra and algebra in grades five through nine. The goals are to improve in-service teacher preparation in math education, to increase the number of highly qualified math educators, and to develop and implement learner-centered, problem-based mathematics curriculum in seven rural Colorado school districts. The most significant contribution of this unique project came from the experience of teaching a problem-based curricula to students. The success of this instructional approach, particularly with underperforming students, significantly modified teaching methods.

The Arts Extravaganza, presented by the departments of Art; Music; and English, Theatre, Communications, and Foreign Language, hosts over 100 high school students and teachers annually to participate in a variety of workshops in the visual, literary, and performing arts. Additionally, art education students provide art programs for Trinity Lutheran School, which does not have its own art program, and for New Beginnings, an adult education program sponsored by the San Luis Valley Mental Health Center. The Theatre regularly hosts matinees for local school students. In spring 2006, College @ High School students attended a performance of *Dead Man Walking*.

Adams State College continues to offer a College @ High School program that provides high school students the opportunity to earn college credits without leaving their home campuses. The goals of the College @ High School Program echo aspects of ASC’s mission. They are to

- Inspire more high school students to attend college
- Promote student self-confidence
- Provide advanced-learning opportunities for motivated students
- Increase the probability of students completing a college degree in four years or less

- Strengthen relationships between high schools and Adams State College

Currently, in order to stay within the College's capacity for delivery of a quality program, the College @ High School program is delivered primarily in the San Luis Valley and nearby regions.

TEACHER EDUCATION

Since 1999, ASC's Department of Teacher Education has acquired more than \$5.4 million in grant funding to assess and serve the educational needs of students and educators in the Southern Colorado service area. These initiatives provide tuition, books, and fees in a majority of the grant-funded graduate and endorsement programs described below.

READ-ELA is a U.S. Department of Education Title III English Language Acquisition: National Professional Development Program grant. READ-ELA was funded for five years in at \$1,967,980, beginning fall 2002. This project is designed to meet the shortage of highly trained teachers and paraprofessionals and to provide quality reading instruction to rural Colorado's large population of limited-English-speaking children. The project focuses on areas of rural Colorado that have limited access to this type of training at either the undergraduate or graduate level. Additionally, the project initiated a professional school partnership with Evans Elementary (Alamosa School District) in 2003 that has placed teacher candidates with practicing teachers in their classrooms and supports co-teaching with Evans and ASC faculty.

The Partnering Across Regions to Nurture Equity and Relevance for Students (PARTNERS) grant is funded for four years at \$793,172, beginning in October 2004. It followed a Colorado Consortium for Equity in Special Education Services (ACCESS) grant was funded for five years at \$680,591, beginning in August 2000. These projects help schools meet the highly qualified Special Education guidelines set forth in the No Child Left Behind Act by providing teachers in Colorado and Northern New Mexico with teacher licensure in the area of Special Education (SPED) in the categories of mild to moderate needs. The goal of ACCESS was to improve education for bilingual special needs students.

The Teacher Quality Enhancement (TQE) project prepares teachers of linguistically different students. It was unded by a Colorado Department of Education Literacy, Language, and Culture Grant for \$790,000 from fall 2002 through fall 2006. It provides practitioners in our K-12 partnership schools with training in English Language Learner (ELL) identification, assessment, and curricular development. It has offered institutes in reading and effective instruction for practicing educators, including those seeking literacy endorsement at Adams State College. It provided a pair of seminars for early childhood ELL identification and assessment training in collaboration with Otero Junior College and Trinidad Junior College-Valley Campus. A range of knowledge and skills for working with ELL students is integrated into the undergraduate and graduate teacher preparation programs through two phases of ASC faculty development. Through our partnership with Regis University, six ASC faculty members met with Regis faculty to discuss strategies for infusing ELL curriculum into courses.

Project ALCANCE was a U.S. Department of Education Title III English Language Acquisition: National Professional Development Program grant, funded at \$623,888 in fall 2001 for three years. The project provided an opportunity for Bilingual/English as a Second Language (BIED/ESL) teaching endorsement to pre-K through 12 teachers throughout southern Colorado. ALCANCE responded to the identified needs of students in 14 Valley school districts by improving the academic skills of teachers. In addition, 12 master mentor teachers received additional training from experienced Bilingual/ESL teachers and Adams State faculty. The master mentor teachers will serve as a resource for subsequent teacher training. To provide all pre-K through 12 schools with training in effective teaching of lin-

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guistically diverse students, ALCANCE developed a collaborative network among three major college campuses in southern Colorado: Adams State College, Fort Lewis College, and Colorado State University-Pueblo. The program also created a professional learning network using web-based classroom support, accessible to all 14 SLV districts and at least 85 percent of the remaining districts in southern Colorado.

DISTANCE EDUCATION

The M.A. in Counseling has been offered at off-campus locations since 1980. Faculty travel to sites in southern Colorado to deliver the same master's degree as is offered on campus. Current locations include Durango, Grand Junction, La Junta, and Pueblo. Additionally, a program delivered primarily online attracts students from around the country. Teacher Education has offered master's degrees at off-campus sites since the mid 1990s, including the sites listed above and others. These programs are generally offered at the request of a school district, a local BOCES, or a party of interested professionals. ASC responds to requests that fit our mission and our ability to serve students, allowing professionals from a wide geographical range to earn advanced degrees.

In an effort to enable all constituents to pursue a baccalaureate degree, ASC's Rural Education Access Program (REAP) engages ASC faculty in delivering a business degree and an elementary education degree students in off-campus rural locations. This program allows students to take the first two years of course work at Otero Junior College, Lamar Community College, or Trinidad State Junior College, and then complete the final two years with ASC through upper-division classes at one of the community college campuses. A similar degree-completion program in elementary education is offered at Arapahoe Community College.

ASC's Extended Studies program has focused on delivering educational programs to diverse constituencies. It is committed to delivering many of the same high-quality courses and programs offered on campus, using the flexibility of distance delivery. Extended Studies connects with more than 12,000 students and 1,300 instructors globally to provide quality learning and teaching opportunities.

In expanding ASC's degree programs, Extended Studies collaborated with the Sociology, Business, and Education departments to offer A.A., A.S., B.A., and B.S. degrees through distance delivery, thus meeting the needs of students unable to pursue a degree in a traditional campus setting.

The Extended Studies Teachers Professional Development Center provides professional development opportunities for educators seeking dynamic ways to promote high quality education, improve student achievement, and motivate students. In direct response to requests from school districts throughout the state, ASC Extended Studies provides professional development opportunities through conferences, workshops, and certificate programs.

Extended Studies' Business Professional Development Center specializes in distance courses focusing on personal growth and professional development. Topics may range from job skill training and successful management styles, to law or legal career opportunities.

In addition, a growing number of persons are engaged in independent study through correspondence. Students take courses on a part-time basis to earn credit toward a degree, to prepare for a new career or advancement in a present position, to meet professional recertification requirements, and for personal satisfaction. Distance degrees available are Associate of Arts/Associate of Science, Bachelor of Arts in Business Administration, Bachelor of Arts in Education-Interdisciplinary Studies, Bachelor of Arts in Sociology, and Bachelor of Science in Business Administration. Certificate Programs are available in Management Information Systems, Paralegal I, and Paralegal II. Certificate courses are available in Alternative Dispute

Resolution (Mediation), Legal Investigation, Legal Nurse Consultant Training, Legal Secretary, and Victim Advocacy.

Through Extended Studies, ASC offers General Education courses to prisoners through a program in the Department of Corrections.

ECONOMIC NEEDS

ASC supports the region's stability and improves educational access and opportunity for those with financial limitations by addressing the economic needs of its constituents and service areas. An institutional Office of Community Partnerships coordinates and facilitates specific projects described below.

Adams State has hosted and financially supported a business development center since 1988. The Small Business Development Center (SBDC) at Adams State was one of only three centers within Colorado to receive the national "Star Performing" center award from the Association of Small Business Development Centers. The SBDC served as a focal point for linking resources of the Federal, State, and local governments with the resources of the educational system and the private sector. The SBDC program met the specialized, complex management and technical assistance needs of this economically challenged community. During 2003, the center helped start 31 businesses, creating 48 jobs throughout the Valley. The SBDC partnered with San Luis Valley Development Resources Group (SLV DRG) in the local revolving loan fund program, funded by the State and Federal governments to provide business support workshops. The center also played a vital role in supporting existing businesses by assisting in problem solving. In late 2005, Adams State reorganized the SBDC into an independent Business Support Center as part of its Community Partnerships program. A total of 889 clients received individual business counseling from the center between 2003 and June, 2006.

ASC partners with Colorado's Department of Rehabilitation to provide business support services and workshops to disabled individuals. The Department of Rehabilitation sponsors their clients through ASC Community Partnerships' twelve-week program that guides participating community members through every aspect of owning and operating a business. ASC partners with Colorado's Department of Rehabilitation to provide business support services and workshops to disabled individuals. In 2003, three disabled community members started their own businesses. Four Department of Rehabilitation clients are being assisted in 2006, while another is enrolled full-time as a student at Adams State.

As part of course work, students in ASC's School of Business assist local economic development organizations in assessing community needs and developing marketing plans tailored to local counties, towns, and downtown areas. Students design and conduct surveys to gather needs assessment data, then analyze and present the results to community organizations.

In addition to the projects listed above, ASC faculty and staff members work as volunteers and/or board members for the area's economic development groups. These efforts have resulted in production of community guides for two counties, design and implementation of a marketing campaign to encourage residents to support local businesses, and development of a strategy to attract and retain downtown businesses.

In 1999, Adams State College received a \$342,310 HUD Hispanic Serving Institutions Assisting Communities (HSIAC) grant to create a virtual business incubator with existing and new community partners. The incubator raised the capacity of the College and its economic development partners to provide business support services to potential and existing businesses within the community. A business volunteer network was created that provides mentoring services to low income individuals. This program is self-sustained and supports efforts of the Business Support Center and community development. In addition, the grant

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permitted expansion of the micro enterprise loan program of an ASC partner and development of a network of websites offering valuable information and interactive capability. This reduced duplication of efforts among economic development organizations and significantly increased the pool of resources.

ASC participates in HUD conferences and meetings. At the 2000 HUD conference in San Diego, a Virtual Business Incubator representative presented the ASC project as a case study of best practices and challenges. Adams State and its community partners matched the 1999 HSIAC grant with \$229,850 in in-kind funds. The final amount leveraged by the initial grant partners and new sources was \$610,000.

To assist local agricultural producers, ASC's Business Support Center obtained funding from USDA to pilot an alternative agriculture program. Designed for individuals not tied to large scale, commodity-style production, the coursework targets small producers interested in searching for innovative ideas and enhanced marketing opportunities. Since the original pilot program in 2002, ASCC has regularly offered this coursework to address current industry issues, including sustainability and alternative energy. It forms the basis of the new Agricultural-Business program being offered by the School of Business.

ASC Community Partnerships also works to create multiple ways to boost the ability of rural communities to use technology for improved quality of life. The Rural New Economy (RNE) initiative in 2000 addressed gaps in high-speed technology that challenge rural Colorado. A consortium of 14 rural institutions of higher education, RNE's mission was to provide education to build capacity in rural Colorado to take advantage of opportunities presented in the new economy. With \$30,000 from RNE, ASC participated in the pilot program to develop, test, and distribute RNE initiatives. Adams State collaborated with three other colleges to upgrade Internet-related skills of the healthcare workforce in rural Colorado. The program became a model for other western communities anticipating improvements in access to broadband. Managing Information in Rural America (MIRA) provided hardware and software through funding from the Kellogg Foundation. Computers were donated to organizations that lacked them, such as Antonito Senior Center and the Costilla County Library. The college/community team installed the computers and provided instruction. The Internet Masters program, conducted from 1999 to 2002, trained community members on the use of the Internet (basic-intermediate-advanced) and required participants to train others once they became certified. A new partnership begun in 2006 with the John C. Ford Foundation gives access to that foundation's web conferencing software in order to bridge the rural technology gap. That donation, valued at \$100,000 per year, includes training on the software and networking opportunities with other communities. In addition, the HUD-HSIAC grant provides computers for community use in business plan development.

ASC's Business Support Center organizes a series of workshops to assist minority and women business owners with the process of becoming certified as a Small Disadvantaged Business (SDB), which is required to sell goods and services to the Federal and State governments. These workshops, begun in 2004, connect local businesses with government agencies, provide information on SDB government programs, and mentor businesses through the certification process. ASC's first workshop was one of the best-attended procurement training events in the state, facilitated by representatives from eight government agencies. Follow-up workshops are held to provide disadvantaged businesses with individual assistance with the Internet-based registration and certification process. Individual counseling on procurement questions is offered regularly. Many small businesses have already been registered and certified.

In September 2004, Adams State received a HUD HSIAC grant of \$600,000 to renovate a vacant campus building on Main Street for a Community Partnership and Outreach Center. Renovation is expected to start in May 2007. The center will be a connecting point between

the College and the community and will showcase traditional cultural arts of the San Luis Valley.

The Community Partnership Center collaborated with the San Luis Valley Development Resources Group (SLV DRG) and the Entrepreneurial Loan Center to obtain a \$50,000 grant from the Kellogg Foundation to provide leadership training for 100 community members. In 2000, phase two of the program brought in \$150,000 for community projects. Projects included providing computers and training and creating a central informational website for the San Luis Valley.

ASC's Community Partnerships Office helped Con-Cepts (Conejos County Economy and Environment Progressing Together) to obtain a USDA grant to fund a community guide that promotes the county and provides valuable information for residents. ASC student interns assisted community volunteers in writing and editing the information. The \$17,500 grant financed the research, design, printing, and distribution of the 2005 guide.

CULTURE

Faculty, staff, and students at Adams State College are involved in preserving and promoting the history and culture of the region through a range of service commitments, cultural clubs and organizations, and activities. Surveys of ASC staff and faculty members indicate that involvement includes serving on the board of directors or advisory committees of a wide variety of organizations. Faculty and staff are also committed to involving the wider SLV community in campus cultural events. The public is encouraged to attend and participate in conferences, workshops, exhibitions, and performances sponsored by a wide variety of academic departments.

As the largest venue for visual arts in the San Luis Valley, the ASC Art Department galleries provide an artistic and cultural learning experience for the local, regional, and college communities. The Cloyde Snook and Hatfield galleries present 12-16 exhibits each year by local, regional, national, and international artists. In addition, the department hosts visiting artists, workshops, and interdisciplinary projects. In 2005, Hopi potter Lawrence Namoki gave demonstrations of traditional Hopi ceramic methods. A number of local potters from the community joined ASC art students in learning Hopi methods of making, decorating, and firing pots.

The ASC Music Department presents a wide array of outstanding music concerts, including those by the student groups such as the chamber and concert choirs, *68 West (a cappella ensemble)*, the Jazz Band, Wind Ensemble, Concert Band, Chamber Orchestra, and Percussion Ensemble. Faculty and guest artist performances provide professional level musical performances in a wide range of musical styles. In addition to attending performances, community members may participate in the Community Chorus and the SLV Big Band. Performances of these groups take place in a variety of settings, from local churches to parks. For many community members, these groups provide a chance to challenge themselves as musicians and to perform in an environment that is supportive but demanding. The Music Department and community have a tradition of mutual support, with the Friends of Music supporting the Music Department through annual donations, and the Music Department supporting the community through both its performances and its annual piano sale.

The Adams State College Theatre program recognizes the importance of the community to its success. The theatre program made a conscious effort to include community interests and demographics in its programming after the completion of the new theatre in 2001. While programming continues to be very diverse and sometimes challenging to audiences, there has also been an effort to include a major family-friendly production each year. The production of *A Christmas Carol* was not only appealing to an audience of all ages, but also provided op-

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portunities for some younger community children to experience acting in a play of high caliber. The production of *Peter Pan* was geared to a similar audience and, like *A Christmas Carol*, its sold-out performances attest to the community's appreciation.

Perhaps the most impressive example of community involvement with a theatre production is the *Dead Man Walking* School Theatre Project. It initiated a broad-based community collaboration that involved 25 book groups, a public lecture by Sr. Helen Prejean (author of the book on which the film and play are based), and standing-room-only performances. The *Valley Courier* quoted Maureen Fenlon, coordinator of the *Dead Man Walking* School Theatre Project: "The cooperation was most impressive, as was the number of people engaged in the project. Adams State clearly got an A-plus on how to do that." Prejean said. "What's happening here in Alamosa is unbelievable . . . It's a wonderful example of how a play can get a community moved." ASC's project has become a national model and is highlighted on the website: http://www.dmwplay.org/school_spotlight.html

In 2002, Adams State College hosted a symposium, "El Agua, La Cultura, Las Placitas - Water, Culture, Settlements," which expanded work on the task of applying to Congress for designation of Alamosa, Costilla, and Conejos Counties as a National Heritage Area. The event was organized by an extensive collaboration of varied constituencies in the region: Trinidad State Junior College-Valley Campus, Adams State College faculty and Title V Outreach, the San Luis Valley History Museum, Ft. Garland Museum, and Los Caminos Antiguos Scenic Byway.

Adams State College's Mariachi Corazon del Valle is an example of the collaboration of the College and external entities. Members of the arts coalition, Adobe de Oro, brought the idea of a mariachi group to ASC in 2002. Initially using Title V funding, the mariachi group is now housed within the Music Department. The group represents Adams State College at conferences and performances throughout Colorado and surrounding states. Students are eligible for ten scholarships offered specifically to mariachi participants. Additionally, a mariachi conference is held at Adams State College each spring, with professional and amateur mariachi groups from throughout the region in attendance.

Adams State has sponsored Semillas de la Tierra Grupo Folklorico on campus since 1971. ASC students, as well as high school students, present traditional dances of Mexico and keep this tradition vibrant.

The Luther E. Bean Museum, housed in Richardson Hall, provides a cultural and historical center exhibiting local historical collections, college artifacts, and regional artwork.

Starting in 2006, HUD and the Colorado Council on the Arts (CAA) grants support a community arts coordinator, as well as development of a cultural resource center on campus as part of ASC's Office of Community Partnerships.

Pan-American Days has been a long-time tradition of *El Parnaso*, one of the oldest clubs on campus, to celebrate the Spanish language and heritage. Last year marked the 67th anniversary of the event. Eight high schools from around the San Luis Valley participated with a total of 215 students. Students compete in academic competitions such as spelling, grammar, speech, and oral interpretation, and cultural competitions are held. *El Parnaso*, originally named *Los Voces del Valle*, was founded in 1928 by Spanish-speaking students on the campus to preserve their language and heritage in an intellectual setting. In 1939 it sponsored the first Pan-American Day to stimulate friendship and cooperation in the region and revive the influence of the Spanish culture. Schools throughout Colorado were invited to attend, and delegates from each school were chosen to represent their school in a program. Speakers and dancers were featured and the evening climaxed with a Pan-American Ball. By 1960, Spanish education competitions were included at the annual affair, and in 1963, a scholarship program was added. Students participate in these events annually.

A 2004 survey of SLV residents revealed a desire to address water issues. A new series of water symposia was created in response to this feedback. The first of these symposia was held in July of 2004. Former head of the ASC Geology Department Dr. Pete Magee, currently the director San Luis Valley GIS/GPS Authority, spoke on the topic, *The Economics of Water: What is Water Worth to the Community of the San Luis Valley?* He said, "Our valley economy is agriculture-based. Thus, the value of water for many of us is critical to our economy, our lifestyles, and our heritage." The second symposium on *Alpine Resources*, held in July of 2005, was titled "Sustainable Natural Resources & the San Luis Valley." Topics included energy and sustainability in agriculture, global sustainability, and a panel discussion of practical approaches to sustainability. The keynote address was given by SLV native, Senator Ken Salazar.

ATHLETICS

Alamosa and the SLV community embrace the Adams State Grizzlies by financially supporting and attending college-level athletic contests. In addition, ASC's athletic facility, Plachy Hall, hosts more community activities and events than any other single facility in the six-county region and features Alamosa County's only indoor pool. Community and public school activities held at Plachy include Alamosa Parks & Recreation programs, high school basketball and track events, Special Olympics, and summer camps for K-12 athletes presented by ASC coaches and teams.

Plachy Hall is also the scene of the annual SLV History Fair and Science Fair, the Regional FBLA (Future Business Leaders of America) competition, meetings of the BOCES (Board of Cooperative Educational Services), Upward Bound events, Scout-a-Rama, and commencement ceremonies for ASC and Trinidad State Junior College.

Core Component 5d: Internal and external constituencies value the services the organization provides.

The community's perception of Adams State College's service is changing as ASC's efforts to collaborate with the community grow. Constituencies, such as members of the Hispanic community who did not feel well served during previous decades, are more hopeful now after seeing outreach efforts that actively engage and support them. Workshops and graduate programs for educators working with linguistically and culturally diverse students, as well as conferences and activities, celebrate and embrace the culturally diverse traditions of the region. This changed perception resulted from reinvigorated outreach to communities and constituencies to identify varied needs and to tailor responses and support.

Symbolic of the more collaborative and interactive relationship of college and community is the 2006 move of the Valley Community Fund (VCF) to a campus-based location. A non-profit agency in southern Colorado's San Luis Valley, VCF is comprised of 29 member non-profit agencies and supports these agencies through fundraising, training, and the promotion of volunteerism and philanthropy. By supporting the humanitarian efforts of its member agencies, VCF works toward its goal of "Valley People Serving Valley People." By providing a central location for the VCF, ASC is also able to support vital services in the region.

The *Dead Man Walking* Theater Project was truly an example of a community project. For more than a semester, community members were involved in related activities such as book groups, planning and exhibiting artworks related to the project, and discussions on the issue of capital punishment. The degree of involvement was impressive in its magnitude.

Continued campus and community involvement through ongoing attendance at art exhibitions, music and theatre performances, and sports events gives evidence that both internal and

Criterion V

external constituencies value the services ASC provides. The art exhibitions and music and theatre performances provide an experience of the arts on a professional level and scale unavailable elsewhere in the SLV. In addition, events like the high school art show, the Top of the Nation Honor Band, and honor choirs have had excellent participation rates and have provided opportunities in the arts for youth in the region. The Community Chorus and SLV Big Band provide opportunities for adults in the region to participate in high level musical performances. Community Chorus members, in particular, have long supported the Music Department, both as performers and as concert audience members.

Likewise, college sports events are the highest level of athletic performance in the region. Community support through the Grizzly Club provides evidence that the community values this contribution. A joint fund-raising effort of the Adams State College Alumni Association and the ASC Grizzly Club resulted in the the Grizzly Courtyard, completed in spring 2006 at a cost total cost of nearly \$125,000. Highlighted by a 12-foot bronze statue of Old Mose, one of the last grizzly bears in the mountains surrounding the SLV, the courtyard was made possible by donors who have purchased brick pavers, benches, capstones, and bronzes. Nationally known Valley sculptor Jim Gilmore donated his creative labor, and contributions were also made by local architects, contractors, and laborers.

Another indicator of how much constituents value the College's services is a significant recent increase in contributions to the ASC Foundation, which were up 33 percent from 2003-2005.

Summary

Strength:

Grantsmanship overall has increased in the past ten years, with many departments and offices obtaining funding for projects. Nearly \$8.5 million was received between 2003 and 2006 from Federal, State, and private sources. Adams State College actively seeks grants, such as Title V, to assist with professional development for faculty and staff. The following are some examples of grantsmanship taking place at Adams State College.

- The Teacher Education Department has received grants not only to assist with professional development, but also to waive tuition for many rural teachers in graduate programs.
- A four-year grant of \$260,000 from the National Science Foundation to the Department of Chemistry, Computer Science, and Mathematics provided scholarships for their students. Acquisition of robotics equipment was supported with a \$51,000 grant from the Department of Defense.
- The Psychology Department and the Chemistry program received grants for equipment for and outreach to K-12 constituents.
- The Office of Community Partnerships has received many grants recently for continued community outreach. Among these are two substantial HUD HSIAC grants, one for nearly \$230,000 in 1999, and another in 2004 for \$600,000.
- The Physics program has received funding to offer planetarium programs to K-12 constituents.
- The Nursing program received grants totaling \$97,000 for classroom equipment and supplies; \$330,048 for student scholarships; and \$251,350 to hire faculty.

Challenge:

There is enormous potential for ASC to continue receiving substantial grant funding, but our ability to take advantage of these opportunities is limited without a position dedicated to a grant writing.