

**NORTHWEST ARKANSAS COMMUNITY COLLEGE
BOARD OF TRUSTEES MEETING
May 19, 2008 4:30 P.M.
STUDENT CENTER — MULTI-PURPOSE ROOM (SC-108)**

	<u>Page No.</u>
1. Call to Order	
2. Recognitions, Awards, and Informational Items	
• Recognition: Employees' Educational Accomplishments	
• Recognition of Retirement: Dr. Frank Troseth	
3. Attendance	
4. Approval of Minutes	2
5. Approval of Goals Monitoring Report(s)	
• ENDS-102 Business Community	5
6. Executive Limitations Monitoring Report(s)	
• EL-208 Budgeting	8
7. Committee Reports	
• Land Use and Facilities Committee	
8. President's Report	
9. Chairman's Report	
• Results of Johanson Organizational Study	
10. Other Board Action Items and Considerations	
• Approval of FY 2008 Budget	10
• Approval of AAS Business Management—Entrepreneurship Option	18
11. Board Self-Evaluation	
• <i>Did we operate as a policy board?</i>	
• <i>Did we serve our constituents?</i>	

Adjourn

**NORTHWEST ARKANSAS COMMUNITY COLLEGE
BOARD OF TRUSTEES MEETING
Monday, April 24, 2008**

MINUTES

Chair Coleman Peterson called the regularly scheduled Board of Trustees of Northwest Arkansas Community College meeting to order on Monday, April 24, 2008, at 4:35 p.m. in the Multipurpose Room of the Student Center.

Members Present: Coleman Peterson (Chair), Robert Teague (Secretary), Joan Clifford, Johnny Haney, Krista Khone, Joe Spivey, and Alex Vasquez

Also in Attendance: Dr. Becky Paneitz and Student Trustee Tim Payne

Recognition: The Golden Eagle was presented to Sheryl Slaughter who is working on her degree in business. She has also received an Academic All Star Scholarship. She noted that she had exceptional experiences while attending NWACC and said the Dr. Susan Holmes was the best teacher that she had ever had. She also said that she will be attending Franklin University online after graduation. She also said that 90% of her classes were “good to outstanding” and she appreciated the free tutoring. Her suggestion for the future was to expand the use of technology.

Miranda Moore and Tim Payne were recognized as PTK All-USA Academic Team Nominees and they were presented with certificates. Ms. Moore thanked the Board for recognizing her. She mentioned that she liked the atmosphere that NWACC provided and how she liked the diverse age range of her classmates. Mr. Payne explained that attending NWACC had been a wonderful experience and he was honored to be recognized.

Dale Montgomery, Viviana Pagan, and Amy Robertson-Gann from The Global Community Center spoke about their Step-by-Step program, Summer Bridge Program, and DisAbility Services. They noted that 10% of the students at NWACC are non-English speaking and has the highest retention rate in the nation. Also, Ms. Robertson-Gann mentioned that 375 students were served my DisAbility services.

Miles Fish gave a presentation on his upcoming sabbatical. He will be researching and writing about Vivaldi, composer of “The Four Seasons”, and Siena’s Vivaldi Festival of 1939. He gave the board members a handout regarding various information regarding his travels and Vivaldi. He also mentioned that he would like to hold a festival next year with the Civic Symphony at NWACC.

MINUTES:

Joan Clifford moved and Robert Teague seconded the motion to approve the minutes of the Board Meeting on March 10, 2008. The motion passed unanimously.

EXECUTIVE LIMITATIONS MONITORING REPORT(s): EL - 201 FINANCIAL CONDITION

Dr. Paneitz said that since Debi Buckley has resigned, Dr. Linda Dayton will be filling in for her position. Dr. Dayton said that she appreciated the support she’s received from NWACC staff and thanked Gulizar Baggson for her hard work. In reviewing the Executive Limitation, Dr. Dayton

reported that we are 80% current with student accounts and where we need to be. There were no questions.

COMMITTEE REPORTS:

Mr. Spivey reported that the Land Use committee met on April 3, 2008. He said that the roof will be completed on June 10th if they use all of their weather days. The interior firewall is built and the exhaust fans will be removed. The total expenses for this project will be 4.1 million. Dr. Paneitz said that Mr. Carnine had asked that we keep 10% held back. Furniture and other things will be purchased after the main remodel.

The groundbreaking for the new Shewmaker Center will likely take place in June. The hiring of contractors will be done by a committee. They will take four proposals and three of those will be selected for bidding. The 8th street interchange project will move the building about 30 feet east of the existing Shewmaker Center. The building will be catty corner rather than adjacent. There will however be a walkway connecting the two buildings.

Mr. Spivey mentioned that Dr. Holmes gave an outstanding presentation of the Master Plan and also thanked Patti Mociwnik for her work with the Master Plan. He noted the repeated comments from community members praising the quality of faculty and staff. Millage was also brought up as an item of interest in Washington County discussions.

Mr. Spivey also thanked Meredith Brunen for her work on the Art sub-committee, and noted the sub-committee will recommend a president's advisory council for art be formed. The group will also recommend that up to 1% of the cost for each new building will be set aside for art.

PRESIDENT'S REPORT:

Dr. Paneitz said that Ms. Brunen had sent out an e-mail to the foundation board letting all know that \$100,000 was raised for student scholarships at the Gala. She also mentioned that our funding cut for the next fiscal year is being forecast at \$413,000. A standard memo will be sent out asking not to spend much until the year rolls over. She also said that it was good that tuition was raised for next year.

The late Rev. Dr. Donald E. White will receive the NWACC Honorary Degree, Sue Ann Pekel will receive the Dick Trammel Outstanding Alumni Award, and Joyce Abrams will receive the NWACC Distinguished Graduate Award at the May 9th graduation ceremony. Dr. Paneitz noted that 597 students had applied for graduation and 315 had signed up to walk in the ceremony. Joan asked how many were graduating from the homeland security program and Dr. Paneitz told her that Joyce Abrams will be the only graduate. Mr. Teague asked if this is the largest graduating class and Diana Johnson answered yes.

Dr. Paneitz lastly mentioned the Johansen stud, stating that eight colleges were being used for benchmark study. And finally, the Board Retreat has been rescheduled for July 11th and 12th 2008.

CHAIR'S REPORT:

Mr. Peterson discussed the Fayetteville Corporate Learning ribbon-cutting ceremony and the college's Gala. He noted the video shown at the Gala was excellent and illustrated the value of the college and the quality of the faculty. He said that when he speaks to students, they always have positive comments about the faculty. Mr. Peterson thanked all those who worked on the Gala.

Dr. Paneitz presented Mr. Peterson with a picture of him with Mr. Bozeman on a recent trip to Washington, DC. The meeting moved to executive session at 5:40 pm and returned at 6:44pm.

APPROVAL OF RESOLUTION TO APPROVE DR. PANEITZ ANNUAL SALARY IN EXCESS OF MAXIMUM AMOUNT-2% INCREASE:

Mr. Spivey moved and Ms. Khone seconded the motion to approve the resolution to approve the annual salary for Dr. Paneitz in excess of maximum amount. The motion passed unanimously.

APPROVAL OF RESOLUTION:

Mr. Spivey moved and Ms. Clifford seconded the motion to approve the resolution. The motion passed unanimously.

The meeting adjourned at 6:48 p.m.

Mr. Coleman Peterson, Chairperson

Robert Teague, Secretary

Policy Type: Ends**E-102****Policy Title: Business Community**

For the business community, NWACC will enhance partnerships and collaborations with business and industry through innovative approaches to design deliver training.

Strategic Goals	Strategic Indicators	Action Plans	Targets	Outcomes
<ul style="list-style-type: none"> A. Continue to expand certification and short-term credit and non-credit training programs that meet learner needs, market demands and maximize classroom utilization 	<ul style="list-style-type: none"> Number of companies utilizing NWACC services Number of sections of courses offered each semester Student Satisfaction Survey Employer Satisfaction Survey Number of students completing program and/or courses 	<ul style="list-style-type: none"> Conduct Job Summit surveys of students, businesses, and area HR departments to assess community training needs. Develop a regional workforce and economic development plan by collaborating with chambers of commerce, economic developers, business/industry, workforce centers, and other educators. 	<ul style="list-style-type: none"> The Learning Deans will assess all AAS degree programs, determine target implementation dates for those programs that still need to add a cooperative work (internship) experience component, and develop cooperative work program guidelines by December 2007. The Learning Division will complete already scheduled Job Summit surveys & share results with business/industry at the Economic Summit to be held in spring, 2007. 	<ul style="list-style-type: none"> Served 161 companies this year to date (YTD) Served 7,351 non-credit students; ICPS served 817 students on-site & 240 online since July 1, 2007 944 sections offered Fall 2007; 995 in Spring 2008. Job Summit Survey results posted March 2007; Regional Economic Summit planned for October 2008 Named lead AR institution for Global Corporate College; led statewide executive briefing May, 2008. Developed Retail Management Degree with Wal-Mart Foundation gift of \$600,000; 36 students enrolled. Opened Corporate Learning Fayetteville location. Obtained \$20K in Existing Worker Training Program grants from AR Dept. of Economic Development for 8 manufacturing companies. Marketing Analyst Program: Level Two (Category Management) curriculum completed for FY08. Process begun on level three (Supply Chain). Added pavilion & training elements to Ropes Course. New Continuing Education programs offered: Certified Ethical Hacker, Fiber Optics Technician, Root Cause Analysis.

Strategic Goals	Strategic Indicators	Action Plans	Targets	Outcomes
		<ul style="list-style-type: none"> • Join the Global Corporate College, a nationwide system of colleges with a global footprint structure to close America's talent gap by working together as a delivery system of training products and service excellence. • Offer short-term credit and non-credit programs in the daytime, evenings, and weekends to meet student and community needs. • Schedule all classrooms and labs through AdAstra to maximize facility utilization. 	<ul style="list-style-type: none"> • A regional plan that will guide workforce program development efforts for K-16 will be completed by June, 2008. • A membership in the Global Corporate College will be obtained by August, 2007. • All existing programs will be reviewed by December, 2007 to determine which programs might implement compressed & compact scheduling in Spring 2008. • The current scheduling program will be continued to reach 65% utilization of classrooms as outlined in the Master Plan. 	<ul style="list-style-type: none"> • Hosted Regional Forum for Arkansas Career Readiness Certificate, Regional Aviation Summit, annual summer workshop of National Council for Advanced Technology Centers. • Graduate Survey – Over 95% of our 2007 graduates were satisfied with their overall educational experience at NWACC and 95% would recommend NWACC • Community College Survey of Student Engagement (CCSSE): 64% plan to take courses here again in the next 12 months. 98% would recommend this college to friends and family. 89% evaluated their educational experience at NWACC as Excellent or Good. • Number of students taking evening classes increased from 29% to 34%; weekend college to be reactivated Fall 2008 with 5 certificate programs • One of 5 colleges serving as national pilot for Adult Career Pathways program in Transportation and Logistics. • Named OSHA Region VI Education Center for State of Arkansas. • Continuing Education scholarships offered for first time in NWACC history.

Strategic Goals	Strategic Indicators	Action Plans	Targets	Outcomes
<ul style="list-style-type: none"> B. Evaluate and focus advisory committees to reflect the changing needs of business and the community for all programs. 	<ul style="list-style-type: none"> Diverse membership on all advisory committees Number of advisory committee meetings – agendas and minutes posted on web 	<ul style="list-style-type: none"> Set guidelines for establishing advisory committees and define the responsibilities of each committee. Appoint advisory committees that will meet at least once a semester with agendas and minutes posted on the web. 	<ul style="list-style-type: none"> The Learning and Corporate Learning Divisions will develop guidelines and responsibilities for all appropriate Advisory Committees by June 2007. 	<ul style="list-style-type: none"> Created a restructured framework and bylaws for advisory groups Piloted restructured framework for Workforce Advisory Council; implementation planned for 9 other Advisory Councils, beginning with Retail Advisory Council Introduced proactive approach to councils' work Implemented Retail Management Advisory Council Streamlined meeting processes, shifting emphasis from annual meeting to quarterly interactions
<ul style="list-style-type: none"> C. Continue planning for development of entrepreneurial center to accommodate small business development, SIFE program, and the Business and Computer Division 	<ul style="list-style-type: none"> Success of capital campaign Curriculum development: entrepreneurial studies 	<ul style="list-style-type: none"> Develop the programmatic plan for entrepreneurial center. Develop an entrepreneurial studies curriculum. Secure private funding for the construction of the entrepreneurial center through the capital campaign. 	<ul style="list-style-type: none"> Continue meeting with focus groups and architect for entrepreneurial center; 2008 start of construction. Develop & secure approval for entrepreneurial studies curriculum for implementation in Spring 2008. The Foundation will pursue private funding for construction of entrepreneurial center. 	<ul style="list-style-type: none"> Global Business Development Center stakeholder focus groups held, and architectural plans finalized. Global Business Development Center program planning conducted. Four institutes currently under development: Retail, Entrepreneurship, Transportation and Logistics, and Environmental Sustainability. Entrepreneurial Studies curriculum presented to Board for approval May, 2008, and will go to coordinating board for approval July, 2008. Leading statewide implementation project. Raised \$6.3M toward Global Business Development Center; remaining \$1.7M to be secured by December, 2008

Monitoring: Annual Frequency (May 2008)

POLICY TYPE: EXECUTIVE LIMITATIONS**EL-208****POLICY TITLE: BUDGETING**

Policy 208: **Financial planning for any fiscal year or the remaining part of any fiscal year shall not deviate materially from the Board's Ends priorities, risk fiscal jeopardy, or fail to be derived from an annual approved budget.**

Definition: Deviate materially refers to not planning for completion of 90% of the Board's Ends priorities in a given planning cycle. Risk fiscal jeopardy refers to unrestricted cash reserves of less than an amount equal to two months payroll and operating expenses held in the unrestricted operating and investment accounts of the College. Derived from a multi-year plan means financial planning will include a minimum of two years.

Narrative: As soon as a new Vice President for Finance & Administration is hired, the College will develop a financial plan to coincide with its strategic and facilities plans adopted by the Board of Trustees so that the plan for the long range financial needs of the College is consistent with the Board's goals for the College. The College maintains a cash reserve balance of 6.3% of budgeted salaries and fringe benefits as an operating reserve. All financial planning and budgeting takes into account at least two years' trend analysis of both revenue and expenses.

Further, without limiting the scope of the foregoing by this enumeration, he or she shall not:

1. Fail to include credible projection of revenues and expenses, separation of capital and operational items, cash flow and disclosure of planning assumption.

Definition: Credible projections refers to (1) a projection based on two-year college trends in tuition and fee revenue, millage revenue, state revenue and other revenue and (2) a projection based on current and next year forecasts of expenditures related to priorities established by the Cabinet. Separation of capital and operational items refers to adherence to Generally Accepted Accounting Principles (GAAP) and Governmental Accounting Standards Board (GASB) guidelines in distinguishing the two. Cash flow refers to a monthly cash flow budget and comparison to actual throughout the current and next fiscal year. Planning assumptions refers to specific revenue and expense assumptions based on strategic plans developed by the College.

Narrative: Financial planning activities at NWACC use at least three-year projections of revenues and expenses in the preparation of annual and monthly operating budgets. The College monitors the significant revenue and expense categories monthly, comparing these to monthly and annual budgeted revenue and expense amounts to determine if variances exists and reviews the reasons for variances and actions to be taken as a result of variances. Capital and operating expenses are distinguished in both budgeting and accounting for revenue and expenses and the annual financial audit of the College insures that this distinction is maintained.

POLICY TITLE: BUDGETING (Continued)**EL-208**

Assumptions contained in the College strategic plan will be translated into financial assumptions to assure that these are considered in the planning process.

2. Plan the expenditure in any fiscal year of more funds than is conservatively projected to be received in that period.

Definition: Funds conservatively projected to be received shall include projections of unrestricted and restricted revenue to be received within the fiscal year plus the carryover funds from the previous year's budget minus a reserve of 8-10% of the current year's unrestricted payroll and operating expense budget at the end of the fiscal year.

Narrative: Expenditures in the College unrestricted and restricted operating budget for fiscal year 2008 and planned for fiscal year 2009 do not exceed the revenue for these respective years plus the carryover funds from the previous year, minus the 6.3% reserve of unrestricted funds as granted by special board approval to be carried into the following year. The FY2009 proposed budget reflects a reduction of 3.8% in the general revenue base for FY2009.

3. Provide less for Board prerogatives during the year than is set forth in the Cost of Governance Policy.

Definition: The annual operating budget will contain the amount needed for Board operation under the Policy Governance.

Narrative: The budget for the Board in 2008-09 will provide sufficient funds for the Board to carry out its role according to the Cost of Governance Policy.

I am reporting compliance with Executive Limitations, Policy 208.

Becky Paneitz, Ph.D.
President
May 14, 2007

Recommendation: It is the recommendation of the College Administration that the Board of Trustees approve Dr. Paneitz's compliance report for Executive Limitations, Policy 208.

MONITORING:

Methods: Written report with verbal explanation of variances

Frequency: Annually – May

Date Approved: May 19, 2008



To: Board of Trustees
From: Linda Dayton
Date: May 19, 2008
Subject: 2008-2009 Budget

The budget process for the 2008-09 budget year began in March with the distribution of the budget calendar. During March, the Interim Vice President for Finance & Administration and the Director of Budget and Analytical Services met with Cabinet members, Division Deans and Directors, and Extended Cabinet to review budget guidelines, program analysis data and answer questions.

In April, budget requests were reviewed by the Cabinet and the President with a final draft of the budget completed in early May. College-wide meetings were held on May 2, 2008. Priorities for building the budget were:

- Increase salaries by at least two percent.
- Absorb the increased health costs except for Major Medical Plan.
- Absorb the increase of utility costs due to energy price increases.
- Enhance College phone service to improve student access and retention.
- Increase faculty (full-time and part-time) and operating costs associated with the growth in enrollment.

The 2008-09 proposed budget is \$30,288,258 compared to the approved FY2007-08 of \$27,576,550. The final proposed budget can be found on the following pages.

Recommendation: The administration recommends that the Board of Trustees approve the proposed 2008-09 fiscal year budget in the amount of \$30,288,258.

Mr. Coleman Peterson, Chairperson

Robert Teague, Secretary

NWACC PROPOSED BUDGET

FISCAL YEAR 2009

May 19, 2008

FY' 09 PROPOSED BUDGET

FY '09 General Assumptions

A. State Funding Issues

- The General Revenue Base for NWACC is \$10,339,900. This is a decrease of 3.8% (or \$409,844). This General Revenue Base is made up of the Revenue Stabilization Act (RSA) of \$9,362,603 and \$977,297 of the Educational Excellence Trust Fund (EETF).

B. Enrollment is expected to increase at a rate of 7% per year. Tuition and fees were increased for Fall-2008.

	Fall 2007	Fall 2008
In-District Tuition	\$58.00	\$63.25
Out-of-District Tuition	\$90.00	\$98.25
Out-of-State Tuition	\$127.00	\$138.00
Learning Support Fee	\$4.50	\$6.75
Technology Fee	\$5.00	\$7.00

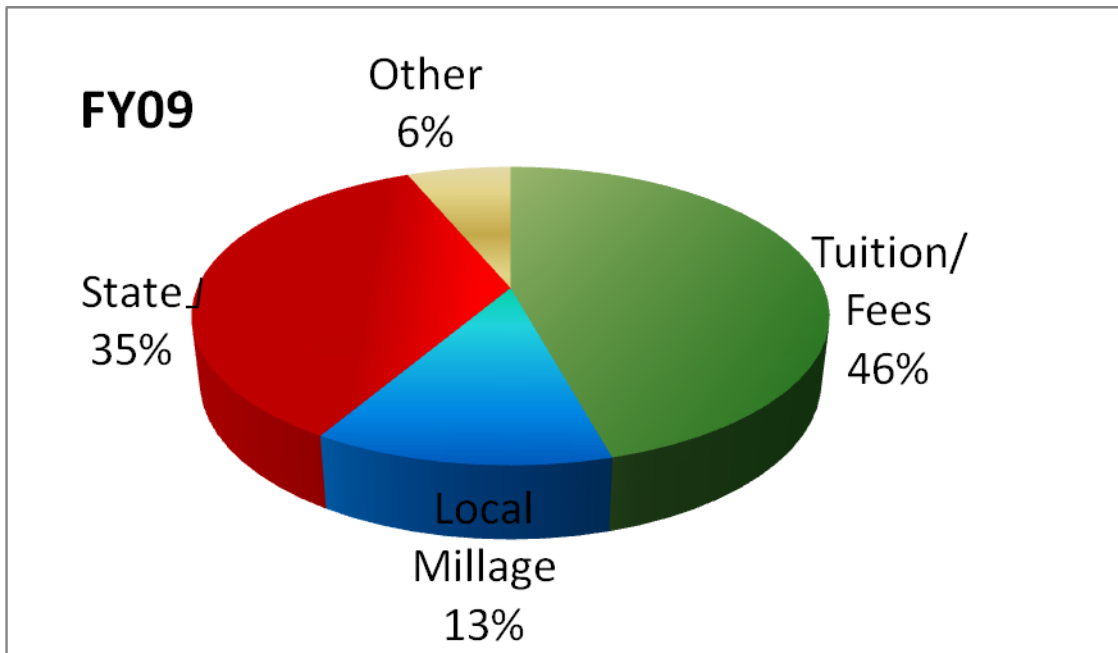
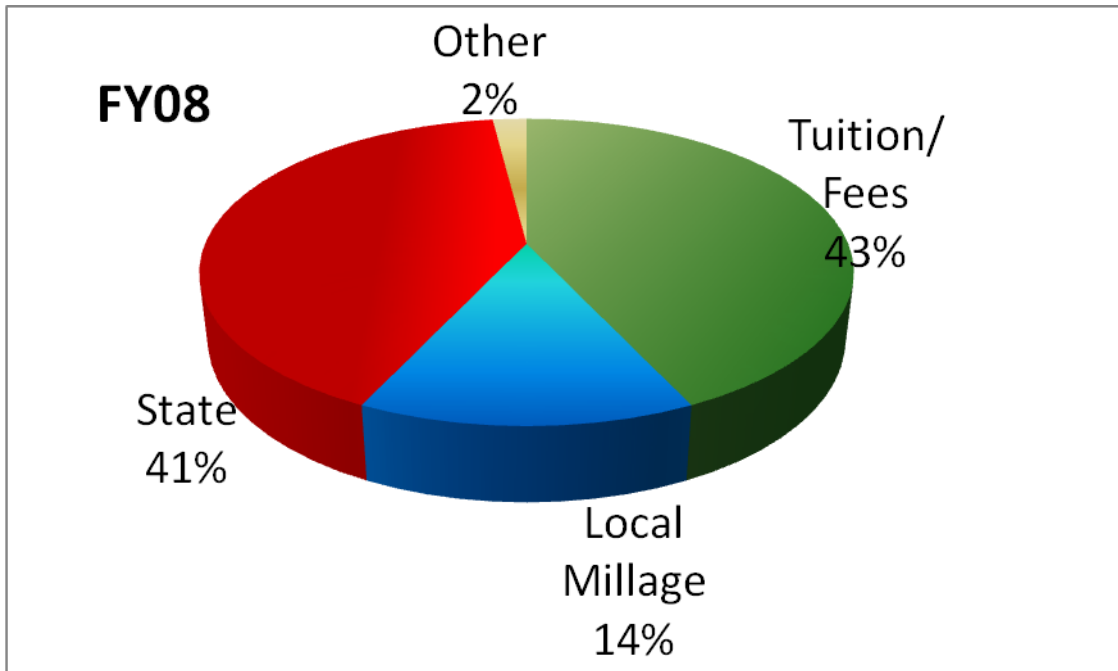
C. Priorities for FY '09 are:

- Increase salaries by at least two percent.
- Absorb the increased health costs except for Major Medical Plan.
- Absorb the increase of utility costs due to energy price increases.
- Enhance College phone service to improve student access and retention.
- Increase faculty (full-time and part-time) and operating costs associated with the growth in enrollment.

FY' 09 PROPOSED BUDGET

	FY 2008 Adjusted Budget	FY 2009 Proposed Budget
Tuition	\$9,814,735	\$ 11,827,803
Learning Fee	\$531,065	\$ 888,110
Technology Fee	\$590,072	\$ 921,003
Subtotal Tuition	\$10,935,872	\$ 13,636,915
Millage	\$3,900,000	\$3,900,000
AR Gen.Rev. & EETF	\$10,749,744	\$10,339,900
Administrative Fees	\$155,000	\$175,000
Distance Learning	\$75,000	\$130,000
Culinary Supply Fees	\$3,750	\$2,500
Allied Health - Non Credit	\$20,000	\$6,000
Other Fees	\$41,200	\$0
Facility Usage	\$50,000	\$0
Corporate Learning	\$950,000	\$1,491,256
Commissions & Other	\$350,000	\$360,000
Investment Income	\$12,000	\$25,000
RTC-Dept of Workforce Ed	\$404,892	\$404,892
RTC-Other Revenue	\$45,000	\$45,000
Subtotal Other Revenues	\$16,756,586	\$16,879,548
Beginning Cash Balance	\$1,564,047	\$1,679,955
Total Revenue	\$29,256,505	\$ 32,196,418
Minus Ending Cash Balance	\$1,679,955	\$1,908,160
Available to Spend	\$27,576,550	\$30,288,258
Budgeted Salaries	\$16,164,769	17,801,345
Budgeted Fringe Benefits	\$5,012,829	5,130,876
Budgeted M & O	\$6,398,952	7,356,036
Total Budgeted Expenses	\$27,576,550	30,288,258

Unrestricted Operating Revenue Budget FY08 and FY09



New Full-time Positions for 2008-09

FACULTY

- Developmental English
- Transfer English
- Developmental Math
- Transfer Math
- Biology

CLASSIFIED

- Budget Specialist
- Acct Tech
- Electrician (*PT to FT*)
- Public Safety Officer
(*Evening Dispatcher*)
- Corporate Learning Secretary
- RTC Administrative Assistant
(*Gentry - PT to FT*)

ADMINISTRATION

- Technical Writer
(*begin Oct '08*)
- Coordinator of Veteran's Services

FY 09 UNRESTRICTED EXPENDITURE BUDGET

<u>Description of Expense</u>	<u>Amount</u>	<u>Percent</u>
I. Instruction	\$13,786,276	46%
II. Research	0	0
III. Public Service	0	0
IV. Academic Support	\$ 5, 535,405	18%
V. Student Services	\$ 2,628,907	9%
VI. Institutional Support	\$ 4, 769,361	16%
VII Operations & Maintenance of Plant	\$ 3,568,309	12%
VIII. Contingency Funds	0	0
GRAND TOTAL	\$30,288,258	100%

**2008-09 RESTRICTED REVENUE & EXPENDITURE
BUDGETS**

REVENUE SOURCES

Adult Basic Education	201,366
Adult Ed - EL/Civics	15,000
Adult Ed- Direct & Equit	130,000
Ark Dept of Health - EMS & Trauma Grant	4,000
Ark Dept Work Force Elec Appren-SCWT	62,688
Ark Dept Work Force Plumbing Appren-SCWT	20,270
Bienestar Nursing Grant	280,000
Capital Improvement Funds	12,148,208
Career Pathways	270,636
Carl Perkins Grant	71,758
General Adult Education	507,397
ICPS-Homeland Security	100,000
Paso Paso	53,625
RDPC-Eastern Kentucky	86,954
RDPC-Eastern Kentucky	187,500
Student Calculator Fees	4,200
UALR Criminal Justice	-
UOA-CCOT Grant	25,092
Upward Bound Grant	250,000
Wal-Mart Retail Management	440,000

**TOTAL CASH AVAILABLE FOR RESTRICTED
OPERATIONS:**

14,858,694

EXPENDITURES FOR RESTRICTED OPERATIONS

Salaries & Benefits	1,990,464
M&O	12,868,230

**TOTAL EXPENDITURES FOR RESTRICTED
OPERATIONS:**

14,858,694



TO: Board of Trustees
FROM: Dr. Chip Ates
DATE: April 30, 2008
SUBJECT: Approval of Entrepreneurship Certificate

NWACC's Business & Computer Information Division requests approval to offer a new Entrepreneurship Certificate. This certificate will provide degreed students who return for a concentrated program of study with a credential demonstrating such. Students can meet their career/professional goals through this certificate. Focus groups were conducted to determine the need for an entrepreneurship option for the Business Management A.A.S. Degree. This certificate facilitates student success by increase motivational factors provided to non-traditional students (parents) as recommended in Arkansas Career Pathways by acknowledging smaller successes that lead to a degree. This certificate would provide for increased job opportunities for our students with the training that is required. The following is a list of required courses:

Prerequisites

ENGL 1013	English Composition I	3
ENGL 1023	English Composition II OR ENGL 2013 Technical Writing	3
OSIM 1103	Business Communications	3
BUTR 2013	Markets and Consumers	3
ACCT 2013	Principles of Accounting I	3
ACCT 2023	Principles of Accounting II	3
BLAW 2013	Legal Environment of Business	3

Total Credit Hours: 21

BADM 2513	Business Organization & Management	3
BLAW 2003	Ethics OR BLAW 2023 Legal Environment of Business II	3
ENTR 1003	Introduction to Entrepreneurship	3
ENTR 2003	Professional Selling/Advertising	3
ENTR 2013	Opportunity/Feasibility Analysis	3
ENTR 2023	Funding Acquisition for Entrepreneurs	3
BADM 2523	Small Business Management	3

Total Credit Hours: 21

Total Program Requirements: 42

RECOMMENDATION: It is the recommendation of the administration that the Board of Trustees approve the Entrepreneurship Certificate for the Fall 2008 semester.

Coleman Peterson, Chairperson

Robert Teague, Secretary