

To: IPFW Senate

From: Cheryl Sorge, Chair
Curriculum Review Subcommittee

Date: March 26, 2010

Re: Proposal for the Certificate in Small Business Management

The Curriculum Review Subcommittee supports the proposal for the Certificate in Small Business Management, and finds that the proposal requires no Senate review.

IPFW
Request for a New Credit Certificate Program

Campus: Fort Wayne

Proposed Title of Certificate Program: Certificate in Small Business Management

Projected Date of Implementation: Summer 2010

TYPE OF CERTIFICATE: (check one)

UNDERGRADUATE CERTIFICATES – These programs generally require 12-29 credits of undergraduate-level academic work.

GRADUATE CERTIFICATES – These programs generally require 12-29 credits of graduate-level academic work or undergraduate academic work carrying graduate credit.

POST-BACCALAUREATE CERTIFICATES – These programs generally require 12-29 credits of undergraduate-level academic work, although students enrolling in these programs must have completed their baccalaureate degrees.

I. Why is this certificate needed? (Rationale)

The current governor of the State of Indiana has indicated that future economic growth will come in large part through ‘home-grown’ entrepreneurs. Many of the degrees awarded through IPFW offer opportunities for the graduates to become self-employed. A nurse practitioner, a dental hygienist, an engineer or a visual or performing artist may leave the university and start a small business. This certificate would give the student a framework with which to begin. Through the help of an Entrepreneurship Advisory Board (see response to question X. below), a ‘needs-assessment-survey’ was designed and administered during 2008. A tabulation of the results of this assessment is found in Attachment ‘A’. The intended target audience for this proposed certificate program is the IPFW student body outside the Doermer School of Business and Management Sciences (DSBMS). Thus, it is intended to be a service program for non-business students, enabling them to acquire an orientation of what is involved with developing an idea for a product / service, and taking that idea to the marketplace with an improved prognosis for success.

II. List the major topics and curriculum of the certificate.

The curriculum will consist of 15 credit hours (five courses) at the freshman / sophomore level.

BUS W100 Principles of Business

BUS E200 Fundamentals of Economics

BUS A200 Accounting Essentials for the Small Business

BUS M201 Marketing for the Small Business

BUS W201 Entrepreneurship Capstone

BUS W100 and BUS E200 are already being delivered to non-business students. Formal course descriptions with learning objectives have been developed and approved by DSBMS faculty and the ‘New Course Request’ forms have been filed. These courses will cover such key topics as:

Organizational forms for business; Planning & Control (in W100)
Market forces of Supply & Demand; Marginal Analysis (in E200)
Financial reporting and data interpretation for new ventures; Cash Flow (in A200)
Identification of Target Market; New Product Development; Promotion (in M201)
Design and construction of a formal Business Plan (in W201)

III. What are the admission requirements?

Admission to IPFW

IV. List the major student outcomes (or set of performance based standards) for the proposed certificate.

As determined by the faculty of the Doermer School, the major student outcomes are:

- i) To demonstrate an understanding of entrepreneurship and entrepreneurial orientation and vision.
- ii) To develop a business plan for the enterprise / new venture. This plan is the student's comprehensive 'deliverable' for the certificate. The plan is designed and built in the capstone course (W201).
- iii) To demonstrate the use marketing and financial information to advance/promote the business plan. To demonstrate an understanding of the available financing providers, including 'angels', venture capitalists, strategic partners, etc., and the relative advantages / risks of each.

V. Explain how student learning outcomes will be assessed (student portfolios, graduate follow up, employer survey, standardized test, etc.) and describe the structure/process for reviewing assessment findings for the purpose of ensuring continuous improvement of the certificate.

In addition to course-embedded assessments (exams, assignments) administered during the experience, indirect methods (e.g. student satisfaction with the learning) and direct methods (jury evaluation of the culminating project) will be used for this purpose. The business plan will be formally juried by multiple experts (typically in the areas of financial accounting and marketing) for its soundness, as if it were being used as the basis for requesting support. This specific outcome evaluation is beyond the W201 course grade determined by the instructor.

A follow-up survey (possibly 3 or 5 years post- graduation) would seek to learn if the student has been able to successfully operationalize the tenants of the program in a new venture. Note, possessing the perspective and analytics to objectively conclude that a proposed venture is not viable, and consequently not to be pursued, is also a constructive manifestation of positive learning.

Assessment results will be used for future program improvements. The school's Undergraduate Policy Committee will oversee the process for determining appropriate improvements to the program.

VI. Describe student population to be served.

Any IPFW undergraduate student could enroll. Both BUS W100 and BUS E200 meet Area III requirements so a student in any major could choose those courses within his/her course of study. Currently Hospitality Management, Hotel/Restaurant/Tourism Management, Information Systems, Organizational Leadership and Supervision majors are already required to take BUS E200 as part of their course of study. General Studies majors could choose this certificate.

Those already holding a degree and/or returning adults could also enroll in this certificate program as long as they are officially admitted to the university.

None of the courses in the certificate program will count toward the B.S. Business program, so this certificate is not intended for business or pre-business students.

VII. How does this certificate complement the campus or departmental mission?

IPFW's mission is to meet the higher education needs of northeast Indiana. We offer a broad range of high-quality undergraduate, graduate, and continuing education programs that meet regional needs, support excellence in teaching and learning, advance and share knowledge through research and creative endeavor, and work with the community to develop intellectual, cultural, economic, and human resources. This certificate will complement the mission by recognizing the regional need for educationally prepared entrepreneurs to expand the workforce and overall economy.

The Doermer School of Business and Management Sciences mission involves both excellence in education and regional economic development. This certificate provides a vehicle for a union of these two issues.

VIII. Describe any relationship to existing programs on the campus or within the university.

The Division of Continuing Studies offers a non-credit certificate during the summer entitled 'Entrepreneurship in the Arts'; this is targeted at an audience of artists. Beginning Spring 2009 a non-credit certificate has been offered through the Division of Continuing Studies entitled 'Business Strategy and Success Certificate'; this is targeted at non-degree seeking students. Currently no certificates are offered for academic credit in this subject area.

During the 2001-2005 period, the Doermer School of Business and Management Sciences (DSBMS) developed and offered an internal series of courses for business students which DSBMS called the 'Entrepreneurship Certificate Program' That school-level certificate needed to be replaced with a university-level certificate or discontinued. The 'Entrepreneurship Certificate Program' has been discontinued.

The DSBMS has developed a long-range strategic plan for entrepreneurship programs targeted at various audiences. The 'Business Strategy and Success Certificate' was the initial step. This Certificate in Small Business Management would be the second step. DSBMS will eventually propose a certificate or concentration for business majors, and in due course, a track for MBA students.

IX. List and indicate the resources required to implement the proposed program. Indicate sources (e.g., reallocations or any new resources such as personnel, library holdings, equipment, etc.).

Most courses will be taught by area practitioners that are deemed to be qualified in a Limited Term Lecturer (LTL) role; this determination will be made by DSBMS faculty. Two of the courses, BUS W100 and ECON 200 are currently offered each semester, via both face-to-face and distance ed sections. The remaining courses are planned to be offered in an alternate delivery mode with LTL faculty funded through IPFW's Division of Continuing Studies. The alternative delivery modes anticipated include distance ed, weekend college, and/or off-campus sites. The LTLs employed will be subject to full-time faculty oversight, as the DSBMS Undergraduate Policy Committee (UPC) will guide, monitor and evaluate their instructional performance.

Current library holdings should be sufficient. Limited term lecturers from outside our regular teaching faculty should take a library orientation to be prepared to help students make best use of the business information resources available at IPFW.

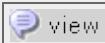
X. Describe any innovative features of the program (e.g., involvement with local or regional agencies, or offices, cooperative efforts with other institutions, etc.).

The curriculum for the non-credit certificate was designed in a multi-step process involving both internal and external stakeholders. An advisory board of business advisors, bankers, accountants, and representatives of Chambers of Commerce and Local Economic Development Organizations (LEDOs) designed an outline of questions that should be posed to current entrepreneurs. A survey was distributed throughout Northeast Indiana asking for input from area business people. The survey was received by members of area Chambers of Commerce, Small Business Development Center Clients, IPFW Personal and Professional Development business students and individuals designated by area LEDOs. One hundred responses were received. The certificate courses were designed to address those responses. The advisory board is willing to be used as a sounding board for the credit certificate, or as Subject Matter Experts in the classes, or as jurors of the student Business Plans.

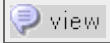
This certificate program would enable the Doermer School of Business and Management Sciences the opportunity to offer a service curriculum for the IPFW community.

Submitted by:		Approved by:	
<u>J. Hamada</u>	<u>11/19/09</u>	<u>Stochiang</u>	<u>11-19-09</u>
Date Department Chairman/Division Director	Date	Dean	Date
_____	_____	_____	_____
Dean of Graduate School (when required)	Date	Chancellor/Vice-President	Date
_____	_____	_____	_____
University Enrollment Services	Date		
_____	_____		


Attachment A

1. IPFW and the Northeast Indiana Small Business Development Center are currently designing a certificate program for current small business owners. What would you like that certificate to be called?				
	Prefer	Accept	Dislike	Response Count
Expert in Small Business Certificate	5.6% (5)	29.2% (26)	65.2% (58)	89
Entrepreneurial Certificate	28.7% (27)	40.4% (38)	30.9% (29)	94
Acheiving Success in Small Business Certificate	13.2% (12)	35.2% (32)	51.6% (47)	91
Small Business Administration Certificate	38.0% (35)	48.9% (45)	15.2% (14)	92
Executive Level Business Administration Certificate	27.8% (25)	36.7% (33)	37.8% (34)	90
			 Other (please specify)	9
	answered question			97
	skipped question			3


2. The certificate will include four "core" courses and a requirement to choose from a variety of other courses. The four "core" courses are required and consist of Law, Marketing, Operations Management and Financing. The following areas have been suggested for coverage in the "Law" course. Please indicate the importance of each of the items. Please also add any additional suggested topics.

	Very Important	Important	Somewhat Important	Not Important	Response Count
Contract Law	44.3% (43)	42.3% (41)	12.4% (12)	1.0% (1)	97
Employment Law	65.7% (65)	30.3% (30)	5.1% (5)	0.0% (0)	99
Business Structure	41.8% (41)	40.8% (40)	15.3% (15)	2.0% (2)	98
Intellectual Property	16.8% (16)	50.5% (48)	29.5% (28)	3.2% (3)	95
Patents, Trademarks	13.5% (13)	41.7% (40)	33.3% (32)	11.5% (11)	96
Copyright Law	10.5% (10)	37.9% (36)	41.1% (39)	10.5% (10)	95
			 Other (please specify)		10
	<i>answered question</i>				99
	<i>skipped question</i>				1

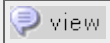
3. The following have been suggested as topics to be covered in the marketing section. Please indicate which are most important to your business and include any additional suggestions you may have.

	Very important	Important	Somewhat Important	Not Important	Response Count
Who is our customer?	72.0% (72)	24.0% (24)	4.0% (4)	0.0% (0)	100
How do we reach our customer?	80.0% (80)	19.0% (19)	1.0% (1)	0.0% (0)	100
What is marketing mix?	36.1% (35)	51.5% (50)	12.4% (12)	0.0% (0)	97
What is advertising?	21.4% (21)	55.1% (54)	22.4% (22)	1.0% (1)	98
Where do we find new customers?	58.6% (58)	36.4% (36)	5.1% (5)	0.0% (0)	99
What is networking?	26.3% (26)	55.6% (55)	17.2% (17)	1.0% (1)	99
Designing a marketing budget	44.3% (43)	44.3% (43)	10.3% (10)	1.0% (1)	97
				 Other (please specify)	11
	answered question				100
	skipped question				0

4. The following are the topics under consideration for the Operations Management section. Please indicate interest for each of the following as well as your suggestions.

	Very important	Important	Somewhat important	Not important	Response Count
Pricing	66.3% (65)	27.6% (27)	4.1% (4)	2.0% (2)	98
Purchasing	40.2% (39)	46.4% (45)	11.3% (11)	2.1% (2)	97
Hiring decisions	50.0% (49)	41.8% (41)	7.1% (7)	1.0% (1)	98
Make vs. buy decisions	16.5% (16)	59.8% (58)	20.6% (20)	3.1% (3)	97
When to expand/retract operations	32.7% (32)	49.0% (48)	18.4% (18)	0.0% (0)	98
Project Management	36.7% (36)	45.9% (45)	15.3% (15)	2.0% (2)	98
Knowing your costs	74.0% (74)	23.0% (23)	4.0% (4)	0.0% (0)	100
Succession Planning	30.2% (29)	43.8% (42)	25.0% (24)	1.0% (1)	96
				 Other (please specify)	9
	answered question				100
	skipped question				0

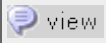
5. The following topics have been suggested for the area of financing your business. Please indicate the importance of these topics as well as your suggestions.

	Very important	Important	Somewhat important	Not important	Response Count
SBA financing	30.2% (29)	53.1% (51)	12.5% (12)	4.2% (4)	96
Commercial loan processes	42.7% (41)	42.7% (41)	12.5% (12)	2.1% (2)	96
Improving your FICO score	22.9% (22)	45.8% (44)	28.1% (27)	3.1% (3)	96
Expansion plan analysis	26.0% (25)	52.1% (50)	21.9% (21)	1.0% (1)	96
Cash flow	83.7% (82)	11.2% (11)	5.1% (5)	0.0% (0)	98
Tax ramifications	54.2% (52)	36.5% (35)	9.4% (9)	0.0% (0)	96
Projections	41.8% (41)	48.0% (47)	10.2% (10)	0.0% (0)	98
			 Other (please specify)		7
	answered question				98
	skipped question				2


6. The certificate will be customized to each companies' needs by choosing from a menu of courses. Several courses will be required past the core to complete the certificate. Which of the following courses would you be likely to register for and attend?

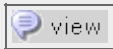
	Very likely	Likely	Somewhat likely	Not likely	Not interested	Response Count
Mastering Customer Service	22.9% (22)	30.2% (29)	22.9% (22)	20.8% (20)	3.1% (3)	96
Franchising	1.1% (1)	7.4% (7)	23.2% (22)	42.1% (40)	26.3% (25)	95
Understanding Financial Statements	34.7% (34)	30.6% (30)	21.4% (21)	10.2% (10)	4.1% (4)	98
Hiring Decisions	21.6% (21)	34.0% (33)	24.7% (24)	13.4% (13)	6.2% (6)	97
Designing an Employee Handbook	15.6% (15)	21.9% (21)	30.2% (29)	25.0% (24)	7.3% (7)	96
Better Business Writing	14.7% (14)	25.3% (24)	30.5% (29)	23.2% (22)	6.3% (6)	95
Internet Marketing	35.4% (34)	24.0% (23)	18.8% (18)	18.8% (18)	3.1% (3)	96
Global Marketing	11.5% (11)	15.6% (15)	25.0% (24)	31.3% (30)	16.7% (16)	96
Green Business Practices	8.2% (8)	23.7% (23)	21.6% (21)	27.8% (27)	18.6% (18)	97
Coaching versus Supervising	17.9% (17)	33.7% (32)	29.5% (28)	14.7% (14)	5.3% (5)	95

6. The certificate will be customized to each companies' needs by choosing from a menu of courses. Several courses will be required past the core to complete the certificate. Which of the following courses would you be likely to register for and attend?

Understanding Cultural Differences	11.8% (11)	21.5% (20)	26.9% (25)	32.3% (30)	7.5% (7)	93
 Do you have another suggestion?						7
<i>answered question</i>						98
<i>skipped question</i>						2

7. How likely would you be to attend the sessions offered at the following times?

	Very likely	Likely	Somewhat likely	Not likely	Response Count
Tuesday morning	15.6% (14)	31.1% (28)	18.9% (17)	34.4% (31)	90
Tuesday evening	26.7% (24)	32.2% (29)	14.4% (13)	26.7% (24)	90
Friday morning	14.4% (13)	22.2% (20)	21.1% (19)	42.2% (38)	90
Friday afternoon	5.6% (5)	14.6% (13)	21.3% (19)	58.4% (52)	89
Saturday morning	19.6% (18)	19.6% (18)	8.7% (8)	53.3% (49)	92
 Other (please specify)					6
<i>answered question</i>					95
<i>skipped question</i>					5

8. Which of these locations would you be likely to attend courses for this certificate?					
	Very likely	Likely	Somewhat likely	Not likely	Response Count
IPFW campus	47.8% (44)	27.2% (25)	15.2% (14)	10.9% (10)	92
Public Safety Academy (south side of Fort Wayne)	14.3% (13)	15.4% (14)	14.3% (13)	56.0% (51)	91
Off Campus location	20.4% (19)	35.5% (33)	26.9% (25)	17.2% (16)	93
 What off-campus location would you suggest?					25
answered question					98
skipped question					2