

# **Bachelor of Applied Science in Business Management Form D**

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**January, 2014**



## Introduction

A baccalaureate degree program at Yakima Valley Community College (YVCC) will have a significantly beneficial impact on the communities served by the college and, more specifically, on Yakima County. The impact of the program on the college will be pervasive and any improvements to the current infrastructure of the college will benefit students, faculty, and staff. A baccalaureate program will enhance the attractiveness of the college to prospective students and will give place-bound working adults a much needed opportunity to further their education and careers.

A baccalaureate degree program at YVCC will contribute to a more robust and sustainable local economy, inasmuch as the program will help to increase the educational attainment of the community. A more educated community tends to become more tolerant and compassionate. A bachelor's degree offered at YVCC is one way to help people to achieve their dreams and aspirations without sacrificing cultural and family values. According to the Community College Baccalaureate Association (CCBA):

An educated populace is the foundation of a free and prosperous society. The baccalaureate degree is an important entry requirement for the better jobs and a better lifestyle. Therefore, every person should have an opportunity to pursue the baccalaureate degree at a place that is convenient, accessible and affordable.<sup>i</sup>

Our communities place great importance in maintaining family and community ties. Yakima County is home to one of the largest Hispanic/Latino populations east of the Cascade mountain range (45.8%), with some Yakima County towns having up to 84% Hispanic/Latino population.<sup>ii</sup> Latino/Hispanic students now comprise approximately 50% of enrolled students at Yakima Valley Community College. For many of these students moving out of the area to pursue a post-secondary degree would put unnecessary financial pressures on the family and more importantly, students would lose immediate family mutual support and guidance. Yakima Valley Community College offers access to post-secondary education for these students, and the opportunity to offer a baccalaureate degree program locally will reinforce the strong ties to family and community that are so important.

A Bachelor of Applied Science in Business Management will address two important needs. First, employers need access to a more educated workforce to enable them to compete and expand their businesses in the current global economic environment, and to enable institutions to manage more efficiently and effectively. To that end, many of these employers offer their employees tuition reimbursement as a company benefit. Secondly, place-bound working adults need to further their education, to qualify for a promotion or compete for job vacancies that require a bachelor's degree.

YVCC's BAS in Business Management is responsive to both of these needs. Place-bound working adults would have the opportunity to obtain access to baccalaureate education without having to commute too far, relocate, or reduce their income because of less working hours. Employers would have the benefit of retaining motivated employees, avoiding replacement costs, and reap the benefits of a more educated work force. These developments will contribute to a more attractive business environment, giving businesses a competitive edge in the market place. Institutions will benefit from employees who are able to compete for leadership positions in their organizations.

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<sup>i</sup> Community College Baccalaureate Association. Retrieved 05/06/2013.

<http://www.accbd.org/about/philosophy-purpose-mission/>

<sup>ii</sup> U.S Department of Commerce United States Census Bureau.

<http://quickfacts.census.gov/qfd/states/53/53001.html>

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## Criteria 1. Curriculum demonstrates baccalaureate level rigor

The Bachelor of Applied Science in Business Management (BAS BM) curriculum was developed by a team of Business Administration Faculty Members at YVCC who have extensive experience instructing students in a classroom setting, as well as work experience in many of the related disciplines. The Vice President of Instruction and Student Services (Tomas Ybarra), the Dean of Workforce Education (Paulette Lopez) and the Director of BAS Programs (Christi Kitt) also assisted in the creation and review of the 18 courses offered in the BAS BM Program.

In developing the 18 courses for the BAS BM Program, the team reviewed Applied Business Management curricula at Peninsula College, Centralia College and Columbia Basin Community College. Additionally, the team considered feedback concerning local and regional industry needs. Careful attention was also given to recommendations from the YVCC Business Administration Faculty and Business Administration Advisory Committee.

### Describe curriculum including:

#### (1) Program Learning Outcomes

Learning Outcomes for the Bachelor of Applied Science in Business Management Program:

- Demonstrate effective written and oral communications in all major areas of business.
- Understand the theory and practice of management.
- Analyze and interpret data for making decisions.
- Characterize effective leadership and its role in the business environment.
- Recognize the role of entrepreneurship in the development of innovation.
- Integrate new and developing information technologies.
- Discuss the legal environment and ethical considerations faced by managers.
- Examine the business environment and formulate strategies, policies, and procedures.

Consistent with YVCC's Mission and Core Themes, the BAS BM learning outcomes support academic, professional and technical education and lead to completion of degrees.

#### Mission

*YVCC enriches and enhances individuals and communities by delivering accessible, student-centered education. YVCC addresses the needs of our diverse communities by providing learning opportunities in basic literacy; academic, professional, and technical education; and lifelong learning.*

#### Core Themes

**Community:** YVCC embraces its role as both a provider of higher education and an employer, and actively seeks partnerships to provide opportunities for the economic, social and cultural development of our external and internal communities.

**Access:** YVCC increases access through programs and services that address diverse challenges, learning styles, goals and schedules of students in the district.

**Success:** YVCC provides learner-centered environments with a focus on its diverse students, providing a foundation for lifelong learning resulting in student achievement of educational goals through completion of courses, certificates and degrees.

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The Bachelor of Applied Science in Business Management Program is designed to provide community members with accessible and affordable baccalaureate education.

More specifically, students who successfully complete the Bachelor of Applied Science in Business Management Program will have demonstrated the ability to accomplish the following:

### **Communication Skills**

- Understand the planning and principles of effective business writing, presenting and interpersonal and team communication.
- Apply effective managerial communications with the organization's stakeholders.
- Demonstrate professional communication skills.

### **Finance and Analysis**

- Prepare and interpret financial statements for informed decision making.
- Apply accounting information in the management and control process.
- Describe the significance of accounting information in the decision making process.
- Explain the function of the financial manager.
- Analyze the economic environment affecting the firm.
- Solve finance problems using the time-value-of-money, capital budgeting, and financial analysis.
- Graphically summarize and interpret data.
- Use quantitative analysis.
- Use statistical concepts to analyze "real world" issues.
- Analyze information and data pertinent to business managers.

### **Economic Perspectives**

- Illustrate the relationship between consumers and producers in the micro economy.
- Determine the level of competitiveness of a certain good, service, firm, industry, or market.
- Discuss how microeconomics and macroeconomics applies the principles of economic growth.
- Apply microeconomic and macroeconomic tools to evaluate current economic events.
- Assess the impact of fiscal and monetary policy decisions on the overall economy and apply these decisions to the business cycle.

### **Entrepreneurship**

- Use entrepreneurship theory and practice to identify learned entrepreneurial competencies, and express their own acumen as an entrepreneur.
- Create a functional written business plan for the purposes of venture organization and funding acquisition.
- Formulate strategic interventions for some of the most common problems facing entrepreneurs and small business owners.

### **Information Technology**

- Recognize the role and impact of information systems in business.
- Develop an understanding of how information systems affect the daily lives of the current workforce and impacts the future of tomorrow's workforce.

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### **Leadership and Management**

- Analyze and assess the problem-solving techniques of project management.
- Evaluate the major theories of effective management.
- Examine the effects of internal and environmental change on the organization.
- Develop the ability to link strategic leadership with effective change management in organizations.
- Identify their own strengths and weaknesses as leaders and begin working on enhancing their leadership skills.

### **Legal Issues & Ethics**

- Evaluate the impact of state, federal and international laws on management behavior and organizational practices.
- Apply legal concepts to business principles.
- Articulate a personal ethical philosophy and explain its application in the workplace.
- Develop and defend a course of action to address ethical issues in the context of business decision-making.
- Summarize the relationship between business ethics, the law, and the integrity of an organization.
- Explore the actual impacts on organizations that suffer from ethical lapses.

### **Operations Management**

- Discuss the role and importance of the operations function in organizations.
- Explain the evolution of Total Quality Management, supply chain management, and manufacturing control systems in global business.
- Recognize and apply appropriate analytical techniques related to operations management.

### **Managing Human Resources**

- Explain strategic human resource management and its place in a changing world.
- Define the role of human resource management in jobs, labor, training and development.
- Explain the role of a human resource manager in creating compensation packages and maintaining employee relations.

### **Marketing**

- Execute strategic marketing management in the social, economic, and technological arenas in which businesses function today.
- Apply marketing concepts to analyze, plan, and implement marketing strategies.
- Develop and execute a customer-oriented marketing plan.

### **Strategic Management**

- Analyze the roles of the manager in formulating and implementing strategic planning, decision-making, and control.
- Explain how different functions contribute to the strategic success of the business as a whole.
- Apply the tools and techniques used in strategic management.
- Apply business/management perspectives and concepts to industry issues.

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The BAS BM Program offers 16 courses that are designed to build upon the platform of an earned Associate of Applied Science degree, and will lead up to the capstone course and internship. The capstone and internship courses will synthesize and contextualize this content and give students the opportunity to apply their learning in a business setting, prior to graduation.

Appendix A contains a detailed course outline for each course offered in the BAS BM Program.

## **(2) Program evaluation criteria and process**

The Bachelor of Applied Science in Business Management Program evaluation process aligns with existing program assessment practices at Yakima Valley Community College and is designed to respond to the following standards:

- The program remains aligned with the college’s mission and core themes.
- The program continues to meet the expectations of the institutions to which our students transfer and with the businesses, industries, and organizations who employ our students.
- Program outcomes are appropriate, clear, and measureable.
- Course outcomes support and align with program outcomes. Course evaluation will focus on student work linked to course objectives.
- Faculty members are engaged in assessment activities leading to improvements in teaching and learning.
- Human Resources, technology, and institutional support are sufficient to ensure the successful execution of the program.
- Student admissions and advising are effective in ensuring student preparation and success.
- Program graduates are successful as well as prepared for entry into graduate-level programs.
- Program graduates are successful in securing and retaining employment, and that these jobs provide living-wage incomes commensurate with the prevailing wages for comparable degrees.
- The program is fiscally efficient and self-supporting.

### **Program evaluation processes**

At Yakima Valley Community College, program evaluation involves program faculty and staff, instructional leadership which includes the Vice President of Instruction and Student Services, and the Workforce Dean, the Program Advisory Committee and the Office of Institutional Effectiveness (the institutional research office of the college). Program evaluation addresses program philosophy, mission and goals, enrollment, staffing, student learning outcomes assessment, program outcomes and workforce demands of employers.

The program outcomes as well as the program’s courses – including scope and sequence – have been reviewed by Business Administration Advisory Committee members. The Advisory Committee consists of local leaders from the Business Community who will continue to be consulted on an ongoing basis to ensure the program is consistent with the needs of the local and regional businesses and industries, as they look to the future. Advisory members have expressed an overwhelming support for the Bachelor of Applied Science in Business Management Program, recognizing the need the Yakima Valley has for a more educated workforce.

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## Course evaluation

Each academic department and degree program at Yakima Valley Community College is responsible for developing and evaluating its curriculum, and developing a coordinated, sequential series of skills or courses by which students may achieve increasing competencies and knowledge.

Because this program is new and the first class is not scheduled to graduate until June 2016, data concerning post-graduation success will not be available for several years. Program and course evaluations will rely heavily on close monitoring of those data that can be obtained in real time. Before courses are offered, they will have completed the curriculum committee review and approval process in the Workforce Education and Transfer divisions. Program faculty and administration will work closely with the program's Advisory Committee to track program performance on a course-by-course basis using existing tools that have been developed for that purpose. These include the following:

- Student evaluations – Student evaluations will be conducted in all courses during each quarter of the first three years. These are designed to provide information concerning effectiveness of the pedagogical approach, the usefulness of the course content, and the students' perspective on how well they were prepared for the courses.
- Administrative observations will be conducted in each course to assess the appropriateness and effectiveness of instructional design and delivery. All courses will be reviewed during the first year, after which the courses will be reviewed on a rotating basis, every three years.
- Curriculum Maintenance – Courses in the Business Management Program will be reviewed and updated on a rotating three-year cycle, with one third of the program courses thoroughly reviewed each year. The program Advisory Committee will provide advice and guidance regarding the industry standards and requirements for positions requiring the bachelor's degree.
- Faculty Team Retreat – To maximize student success, the faculty will actively collaborate to ensure concepts are being reinforced and outcomes are being met. At the end of the year, faculty will meet to assess the first year's progress of course and program outcomes. In addition, curriculum review will be scheduled for the upcoming year.

The program administration will work with the program faculty, program Advisory Committee, and other appropriate college personnel to resolve any unanticipated issues that arise during implementation, to ensure the continued improvement of the program.

## Bachelor of Applied Science in Business Management

The courses highlighted in gray and credits in section "G" will be required before entering the BAS BM Program. Ninety credits are offered in the BAS BM Program, with 30 of those credits getting distribution as seen in the sections A-E below. The last two courses that are italicized are capstone courses and are intended to be taken in the last quarter of the BAS BM Program.

<b>A. Communication (10 credits)</b>		<b>Credits</b>
ENGL& 101 English Composition I		5
BASM 330 Managerial Communications		5
<b>B. Quantitative/Symbolic Reasoning (5 Credits)</b>		
XXX XXX 100 Level Math		5

<b>C. Humanities (10 credits)</b>			
BASM	315	Professional Ethics	5
BASM	325	Legal Issues	5
<b>D. Social Science (10 credits)</b>			
BASM	320	Organizational Behavior & Leadership	5
BASM	305	Managerial Economics	5
BA	256	Business Statistics	5
<b>E. Natural Science (10 credits)</b>			
XXX	xxx	Other Natural Science	5
XXX	xxx	Physical/Biological and/or earth Lab Science	5
<b>F. 10 Credits of General Education Courses that fall into categories A-E.</b>			10
			60
<b>G. Foundation Coursework from Associate's Degree</b>			60
<b>H. Applied Business Management Coursework</b>			
BASM	300	Management Theory	5
BASM	310	Accounting for Decision Makers	5
BASM	340	Applied Financial Management	5
BASM	360	Entrepreneurship and Small Business Strategy	5
BASM	380	Marketing for Managers	5
BASM	410	Project Management	5
BASM	415	Information Systems Management	5
BASM	420	Human Resources	5
BASM	435	Operations Management	5
BASM	450	Special Topics	5
BASM	470	Management Internship	5
BASM	490	Strategic Management	5
			60
Total Credits to get BAS in Business Management			180

- (3) Course preparation needed by students transferring with technical associate degrees**  
 Students entering the program with an AA or an AAS degree from one of the technical programs may have to complete several quarters of coursework to meet the 30 credits of general education requirements needed to enter the BAS BM Program. In total, 60 credits of general education courses are required to graduate, 30 of those credits will be earned at the upper division level in the BAS BM Program.
- (4) General education components**  
 Sixty credits of general education courses are required as depicted in the previous chart. All students must complete English Composition 101, a math course above the 100 level for which Intermediate Algebra is a prerequisite, a lab science, and 15 additional credits of general education courses before entering the BAS BM Program. Students entering the program with an AAS-T will typically have completed these requirements as part of their degree program.



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**(5) Course work needed at junior and senior levels in the Bachelor of Applied Science in Business Management Program**

The program curriculum bears the greatest similarity with that of Centralia College. The course titles and numbers have been aligned as much as possible with the course titles and numbers of Centralia College, Columbia Basin Community College and Peninsula College. The 18 courses designed for the BAS BM Program are intended to prepare students for the skills required in their desired fields, and to build on the students' soft skills that employers look for when hiring qualified individuals. Course descriptions and quarter offered are listed below.

**Fall Quarter Yr. 1**

**BASM 300 Management Theory**

Through a study of effective management practices, the course explores managerial theory through a study of leadership, individuals, teams and organizational structure and culture. Students will discuss relevant concepts and applications of strategic planning, transformation leadership/management, problem-solving, conflict management, negotiation, and control systems. The course will address current issues regarding ethical behavior, social responsibility, and diversity.

**BASM 380 Marketing for Managers**

Students will develop the marketing knowledge and skills necessary for the successful management of a profit or non-profit organization, including entrepreneurial startups. Topics include understanding marketing concepts, development and execution of a marketing strategy, and the use of e-commerce. Students will examine niche, business-to-business, business-to-consumer, and business-to-government marketing of products and services.

**BA 256 Business Statistics**

This introductory course applies descriptive and inferential statistical methods and probability theory to common business and economics situations. The development of analytical problem-solving skills is also emphasized.

**Winter Quarter Yr. 1**

**BASM 330 Managerial Communications**

This course emphasizes a strategic approach to communications as a management tool. Students will use a conceptual framework and specific tools for communicating in complex environments and accomplishing professional goals. Students will focus on improving their ability to write and speak effectively.

**BASM 315 Professional Ethics**

Students will study ethics as applied to businesses and organizations with an emphasis on contemporary trends in corporate responsibilities with respect to ethical, legal, economic, and regulatory conditions in the global marketplace.

**BASM 305 Managerial Economics**

This course introduces students to a few common principles from the field of economics relevant for business managers. Course content draws key elements from both microeconomics and macroeconomics, like supply and demand, market dynamics, utility, economic profit and cost, resource

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management, inflation, unemployment, economic growth, money and fiscal and monetary policy. Students will utilize these principles and real-world economic data to analyze the impact of economic activity in local, regional, national, and global economies.

### **Spring Quarter Yr. 1**

#### **BASM 310                                      Accounting for Decision Makers**

This is a course in accounting theory and principles, application and language with emphasis from a manager's perspective. The students will analyze balance sheets, income statements and statements of cash flows, cost behavior, financial statement interrelationships, financial analysis, product costing, and budgetary control systems. Topics include information reporting for planning, coordinating, and monitoring the performance of a business or entrepreneurial entity.

#### **BASM 325                                      Legal Issues**

This course is an introduction to traditional and emerging legal principles and theories involved in business management. Emphasis will be placed on elements of the judicial process, business law and the regulatory environment of business. Students will explore state, federal, and international laws that affect management behavior and organizational practices including contracts, business organizations, employment law, product liability, safety issues, and environmental regulation. Special attention will be paid to issues surrounding entrepreneurial startups and intellectual property.

#### **BASM 415                                      Information Systems Management**

This course helps students understand available IT components and how to use IT applications for success. Students will learn the terminology used in the field of IT and how IT principles can apply to businesses. Competitive advantages of using IT and return on investment is stressed. Focus is placed on the following basic principles of IT: hardware and software components, database technology, telecommunications and networking, e-commerce, Enterprise Resource Planning (ERP), Decision Support Systems (DSS), Expert Systems (ES), systems development and implementation, and ethical and societal issues involved in IT.

### **Fall Quarter Yr. 2**

#### **BASM 420                                      Human Resources**

This course examines major trends in human resource management, including problems and issues faced by organizations and individuals in times of change. Students will identify the responsibilities of a human resource department and the roles that managers play. The environment of human resource management in organizations, jobs, labor, training and development will be explored. Emphasis will be placed on compensation and employee relations including union and management relations.

#### **BASM 340                                      Applied Financial Management**

This course will provide the application of financial management principles including the analysis of financial statements for planning and control, cash and capital budgeting, risk and return, capital structure, time value of money, and financing for both short and long-term requirements. Students will apply the basic tools and techniques used to evaluate small and medium-sized firms or entrepreneurial proposals as potential investment opportunities.

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**BASM 360****Entrepreneurship & Small Business Strategy**

This course explores how entrepreneurs develop, launch, and manage small business ventures. This course is divided into two distinct phases. Students will examine relevant entrepreneurship theory and practical techniques used by entrepreneurs during the pre-startup phase of venture creation, such as the creation of a business plan. Then, students will explore topics related to the post-startup phase of venture creation, such as human resource development and succession planning.

**Winter Quarter Yr. 2****BASM 320****Organizational Behavior & Leadership**

This is a course in the actions of individuals, groups and organizations. The students will relate current theory and research to organizational problems by reviewing advanced concepts in motivation and perception, leadership, decision-making, communication and influence, group behavior, diversity, conflict and cooperation, politics, corporate culture, organizational structure, and environmental influences. The student will identify the key differences between administration, management and leadership.

**BASM 410****Project Management**

This class is a comprehensive study of the theory and practice of project management, focusing on leadership and decision-making critical to effective implementation. It includes the managerial aspects of project definition, internal/external communication, constraints, environmental concerns, time limits, risk sensitivity, metrics measurement, budget implications, impact analysis, risk response controls, contingencies, and performance specifications. It provides the skills and knowledge to identify and quantify problems and provide solutions to meet project requirements.

**BASM 435****Operations Management**

This course will investigate the unique aspects of managing and growing small to medium-sized businesses including strategic and operational planning and the inevitable tradeoffs that must be considered. Topics include quality and outcomes, productivity, efficiency, forecasting, work flow processes, working capital management, inventory control, design of goods and services and supply chain issues.

**Spring Quarter Yr. 2****BASM 470****Management Internship**

Students will engage in an internship with local businesses, entrepreneurs, non-profits, or governmental units. The internship will use the students' acquired knowledge, skills and abilities to provide input to the organization. The course will consist of class time and a 100 hour internship, recommended to be taken in the final quarter of the BAS ABM Program.

**BASM 450****BASM Special Topics**

Students will gain exposure to a variety of topics that pertain to current issues and problems in the business management environment. The course will examine historical and emerging business themes and trends.

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**BASM 490****Strategic Management**

This is a capstone course focusing on strategic issues facing organizations, including top management decision making and social responsibility; environmental and industry analysis; managing organizational mission and objectives; corporate, business and functional level strategy formulation; strategic implementation and control; integrating operations, finance, marketing and human resource strategies.

**The open enrollment hybrid model**

YVCC administration and faculty have chosen to offer the Bachelor of Applied Science in Business Management Program in an open enrollment, hybrid model. Open enrollment was chosen to align with YVCC's core themes of Community, Access, and Success. This model is intended to provide greater access to the program in a more flexible admission pathway. Since school is only one of the many things most of these students will be juggling, this model provides more flexibility in the number of classes students choose to take each quarter, and when they choose to enter the program. Although there are expectations of when some of the courses MUST be taken, there is also flexibility to allow students to enter the program more quickly, as opposed to waiting until a fall enrollment date. If a student must step out and a quarter is missed or student only goes part-time one quarter, they are able to make the class(es) up the following year.

Each course will be offered in the evening, one time per week, and the additional class learning will take place through the course website. The courses will be offered in Yakima, and will also be broadcast via Interactive Television (ITV) to the Grandview Campus to provide the greatest accessibility to all students.

**Criteria 2. Qualified faculty**

**Provide a profile, including education credentials, of anticipated faculty (full-time, part-time, regular, continuing) that will support the program for each year (junior and senior). Include faculty needed to cover the technical course work, general education courses and electives. In addition, provide the total faculty FTE allocated to the program.**

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<b>Faculty Name</b>	<b>Credentials</b>	<b>Capacity</b>	<b>Qualified to Teach</b>
Alba, Elizabeth	MBA Finance Emphasis, BS in Business Administration, BS in Accounting	Adjunct	BASM 310, 315, 330, 340, 420
Eubanks, Brock	Ph.D. in Philosophy, MBA Entrepreneurship & Small Business Dev., BA in Business Administration	Full-time	BASM 300, 305, 310, 325, 330, 340, 360, 415, 420, 435, 450, 490, BA 256
Evanson, John	MBA Entrepreneurship & Small Business Management, BBA Business Administration	Full-time	BASM 300, 305, 310, 315, 340, 360, 380, 415, 450, 490
Foster Goodwill, Janet	J.D., BA in Political Science	Full-time	BASM 315, 325, 420
Grandy, Jay	Master in Business Administration, BS in Physics	Adjunct	BASM 300, 320, 330, 380, 420, 435, 490, BA 256
Grim, Michael	J.D., BA in History & Spanish	Adjunct	BASM 325

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Keller, Joyce	CPA, BS in Accounting	Adjunct	BASM 310, 315, 340
Kinzel, Ritva	Master in Business Admin., BS Business Administration Marketing Emphasis	Full-time	BASM 300, 315, 320, 330, 380, 410, 420, 435, 450, 470
Kitt, Christi	MBA Marketing Emphasis, BA in Business Administration	Adjunct	BASM 300, 315, 330, 340, 360, 380, 410, 420, 450, 470, 490, BA 256
Koluda, Patti	Master in Business Administration, BA in Office Administration	Full-time	BASM 300, 315, 320, 330, 420, 450, 470
Longmire, Richard	MBA Healthcare Administration Emphasis, BA in General Studies	Adjunct	BASM 300, 410, 415
Palmateer, Kevin	M.Ed. Master in Bus. & Marketing Ed., BS in Business Education	Full-time	BASM 330, 410, 415, 450, 470, 490, BA 256
Pulliam, Greg	CPA, BS in Accounting	Adjunct	BASM 310, 340
Schneider, Carol	MBA in Org. Management & Industrial Relations, BS in Business Administration	Full-time	BASM 300, 315, 320, 330, 380, 420, 450, 470, 490
Swartz, Tony	J.D., BA in Law and Justice	Adjunct	BASM 315, 325

Upon approval of the BAS in Business Management Program, YVCC will recruit and employ one FTE faculty position, two FTE administrator/exempt positions and .44 FTE part-time faculty (in year one). In year two the part-time faculty FTE will increase to 1.0, and in years 3-5, part-time faculty FTE will be 1.3. It is of high priority that this program is well supported to help to ensure student success.

**Faculty and administrators responsible for technical courses must meet certification requirements for professional and technical administrators and instructors in the Washington Administrative Code.**

All Yakima Valley Community College Instructors in the Business Administration Program presently meet the Washington Administrative Code regarding advanced degree requirements. In addition, many of the instructors have industry and/or field experience in the disciplines they will be teaching, as can be seen in their resumes in Appendix B.

**Criteria 3. Selective admissions process, if used for the program, consistent with an open door institution**

**Describe the admission and selection process**

**Admission**

The college plans to accept 40 students into the BAS in Business Management Program each fall. It is anticipated that 20 students will be full-time and 20 students will be part-time taking only 1 or 2 classes each quarter. Additionally there may be some students admitted throughout the year depending on the number of students attending full-time vs. part-time, and space availability. Application forms will be available on the college website, and students will be able to submit applications electronically.

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## Selection for Admission

Two exempt staff members will play specific and distinct roles in the admission process. These include the Program Coordinator for the BAS BM program, and the Director of Applied Baccalaureate Degree Programs for YVCC.

The Program Coordinator serves as the point of contact for students and prospective students of the program. The Program coordinator will receive admission applications and supporting documents, and will conduct the initial screening process and credential evaluation. Based on the screening and credential evaluation, the Program Coordinator will identify prospective students who have met the minimum requirements for admission into the program, establishing a pool of applicants eligible for admission.

The Director of Applied Baccalaureate Degree Programs is the administrator responsible for the integrity and performance of the BAS BM program, as well as other applied baccalaureate degree programs of YVCC. The Director will make final admission decisions. The Director, working with faculty members from the BAS BM program, functioning as an admission committee. The committee will evaluate the applications of those who meet the minimum requirements for admission in order to select those most likely to succeed in the program.

Anticipating that there will be more applicants than the BAS in Business Management Program can serve, admission into the program will be merit based. In order to be placed into the admissions eligible pool, applicants must complete and submit the following:

- YVCC application.
- BAS BM application.
- An earned associate's degree or higher from a regionally accredited college or university. If 90 or more credits have been earned from a regionally accredited institution, the applicant can meet with the Director of Applied Baccalaureate Programs to determine eligibility.
- Successful completion of each of these required courses with a minimum 2.0 grade:
  - English 101- English Composition (5 credits).
  - College-level math course above 100 level (5 credits).
  - Natural science course- if don't already have lab science, this must be lab science (10 credits).
  - Ten credits of additional general education courses that fall into Communication, Quantitative, Humanities, Social Science or Natural Science.
- A minimum cumulative grade point average of 2.5 in the above listed required courses.
- A personal essay/statement to include, but not limited to, previous experience, career goals, and application of the degree to career advancement. Additional topics could include personal or economic hardships or barriers applicant has had to overcome, and/or an accomplishment they are proud of.
- Resume.
- Two letters of recommendation from persons who know applicant's work ethic (i.e., a supervisor or instructor). These letters should address applicant's contributions to their work place, and how applicant would benefit from completing the BAS BM Program.
- Official transcripts from previous colleges.

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- Applicants will also need to complete a proficiency test in Microsoft Word, Excel and PowerPoint. If the applicant does not pass this test, they will need to enroll in and complete the Microsoft IT Academy, an online training course Microsoft offers through YVCC.

### **Final Admission Decision**

- Applicants will be ranked according to cumulative GPA.
- Personal essays will be reviewed for evidence that the applicant is from a background that is typically underrepresented in business leadership positions and/or has demonstrated an ability to perform well as a student and/or as an employee, despite personal or economic challenges.
- Letters of recommendation will be reviewed for evidence of strong work ethic and leadership potential.
- Among equally qualified applicants, admission will be on a first-come, first-served basis.

### **Orientation - BASM 101 (“BASM Boot Camp”)**

Some students will have been out of the college routine for some time, or hybrid classes may be a new course delivery method for them. YVCC will offer a non-credit course titled BASM Boot Camp 101. In this non-credit 4 hour course, faculty and staff will acquaint students with the hybrid model of learning, and introduce them to the course management system and student services. Topics will include:

- Overview of BAS BM Program.
- Meet BAS BM faculty & staff.
- Meet & greet other BAS BM students entering the program.
- Training on the *Canvas* course management system, *Tegrity* lecture capture software, and how to access lectures, course materials, discussion boards, grade book, tests, etc.
- Overview of YVCC, including a tour of campus and where student services are located on site.
- Visit computer and testing labs.
- Introduction to on-site and online tutoring options for the BAS BM courses.
- Access library materials available through an offsite computer, as well as onsite library options.

### **Explain efforts that will be used to assure that the program serves as diverse population as possible.**

YVCC has a diverse population of students in attendance at the 100 and 200 levels. In the 2011-12 school year, 58% of YVCC students were of color (includes Hispanic, Native American, Asian/Pacific Islander, African American, and other of color). Marketing for BAS BM prospective students will target this diverse student population, as well as currently employed individuals in the local community with earned Associate of Applied Science degrees. The college will reach out to past students, employers in the community that have expressed support of the program, and develop community outreach activities to market and promote the program.

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## Criteria 4. Appropriate student services plan

**Describe services that will be needed by the students admitted to the degree program and the college plan for providing those services. Include a description of financial aid services and academic advising for students admitted into the program.**

Yakima Valley Community College operates two campuses. The Yakima Campus serves over 8,000 students per year. The Grandview Campus, located 40 miles from Yakima, serves 1,500 students per year on average. At the Grandview Campus, some student services, including financial aid are coordinated by the Grandview Campus Student Services Coordinator, who facilitates a smooth flow of these services. This individual's work is supported by the Grandview counseling office and the office of the campus dean. In the description below, Yakima services will be in standard font, and the italicized font will be referring to Grandview services.

### **Academic Advising**

The full-time Business Administration instructors provide academic advising for all business degrees and certificates. The college will add one additional full-time faculty position to anchor the Applied Management Program, and this position will spread the advising load. *The academic advising load in Grandview will be spread out between full-time faculty, 2 adjunct instructors that advise, and the counseling office.*

### **Disability Support Services (DSS)**

YVCC is committed to providing access for all students, instructional and technological quality, and the support services which will ensure students success. **YVCC allocates budgetary support for these services annually. During annual mid-year budget review processes, YVCC allocates additional funds as needed to fully meet this obligation, in response to unanticipated increases in demand for services.**

As part of this commitment, DSS provides appropriate accommodations to individual students, access to adaptive technology, and barrier-free facilities. Available accommodations include, but are not limited to: Alternative exam format/time, taped texts/lectures, ASL interpreters, note takers, accessible parking, and registration assistance. DSS facilitators work with instructors, departments, and the student to ensure accommodation needs are met. *Grandview DSS needs are handled through the counseling office in Grandview, and identical support services are offered.*

### **Financial Aid**

The Financial Aid Office prepares and disburses federal, state, and institutional aid for all YVCC students. Students can monitor the progress of their applications online. Eligible students will be able to apply for student employment. *Financial aid applications are turned in to the Grandview campus, but are sent to Yakima for processing. Grandview students can see progress of applications online as well.*

### **TRiO Student Support Services**

This is a federally funded grant program that serves students who are first-generation college, low-income, or have documented disabilities, and demonstrate academic need. Program services include success coaching, tutoring, learning skills, advocacy, and math support. Eligible students may apply for TRiO Student Support Services through the TRiO SSS office located in Raymond Library. *The TRiO SSS program provides a support person in Grandview. This Grandview support position can assist with the*



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*application process for TRiO program services.* TRiO SSS Director Marc Coomer contacted the U.S. Department of Education Program Officer for this grant funded program, to determine eligibility of BAS BM program students to participate in funded program activities. Based on the advice of this Program Officer, these grant-funded services will not be extended to BAS BM students, until the new grant cycle provides an opportunity for YVCC to submit a proposal as a baccalaureate degree-granting institution. At that time, BAS BM students will be eligible to receive these grant-funded support services.

### **Veteran's Administration Programs**

YVCC's Veteran's Program assures its students they will receive outstanding veteran support services and the encouragement they need to facilitate their college experience, while maintaining an environment that espouses respect, high ethical standards and aids student intellectual, personal growth and development and educational success. The Veterans Affairs Office assists all eligible veterans, reservists, dependents, and VA chapter 31 students. It is anticipated that the BAS BM Degree will be eligible for VA-approved funds. *Grandview students are referred to Yakima for Veteran Services.*

### **Tutoring**

All YVCC students qualify for free tutoring services for Accounting, American Sign Language, Anthropology, Biology, Chemistry, Economics, Mathematics, Physics, Spanish and other courses as indicated by need on a quarter-by-quarter basis. *These tutoring services are also available in Grandview.*

### **eTutoring**

YVCC has partnered with the State Board of Community and Technical Colleges and the Connecticut Distance Learning Consortium to provide online tutoring assistance to students through eTutoring.org. All YVCC students have access to eTutoring's free online tutoring services in the following areas: Accounting, Anatomy & Physiology, Biology, Chemistry, Economics, Math, Medical Terminology, MS Office 2007, Outpatient Medical Coding, Pathophysiology and Pharmacology, Physics, Spanish, Statistics, Web Development, and Writing. *Identical services are available for Grandview students.*

### **Math Center**

Separate from the main tutoring center, YVCC has a "drop-in" Mathematics Center that is open 7:30am-9:00pm Monday-Thursday and 7:30am-3pm on Friday. During these hours there is a mathematics instructor who can assist students with any questions as well as large tables for group study, textbooks and student solution manuals and anything else a student taking a mathematics course might need. *Math tutoring in Grandview is available every quarter. Hours vary by quarter according to class offerings and student need.*

### **Writing Center**

The Writing Center is a resource for YVCC students. Their primary purpose is to guide students to become better writers in a college setting. The Writing Center is open Mondays & Tuesdays from 8:00am-7:00pm, Wednesdays 8:00am-3:00pm, Thursdays 8:00am-5:00pm, and Fridays 8:00am-3:00pm. If students can't get to the writing center, they can give feedback online through their Online Consultations link. *Writing Center is offered every quarter. Hours vary by quarter according to class offerings and student need. The Online Consultations link works the same for Grandview students.*

### **eLearning Support for CANVAS or its Successor**

Students will be introduced to CANVAS through the BASM Bootcamp 101 mentioned above, and technical support will be provided on an ongoing basis. YVCC faculty are equipped to answer basic

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questions regarding CANVAS, and additional support can be accessed through the eLearning Coordinator who is available by phone, email, or in person to support student and faculty needs. *The eLearning Coordinator has their office on the Yakima Campus but is available to travel in-district to meet with students in Grandview on occasion each quarter, and is available by phone or email whenever a student needs support.*

### **Computer Labs**

Located in the Deccio Building where the BAS BM classes will be offered, there is a full-time student lab with 32 workstations where students can go to use the internet, type up assignments or fulfill any other school related computer need. There is also a dedicated and monitored 36 work station lab where students go to take proctored exams. Aside from those two rooms, there are also 4 other computer rooms which are connected to the “computer monitoring HUB”, and those rooms can be used as overflow for proctored exams on busy weeks such as finals, or when the main computer lab is filled to capacity. *The Grandview Campus staffs and maintains a computer/testing lab where students can go to do research, work on assignments, access CANVAS or take proctored exams. Grandview students also have full access to Yakima computer labs.*

### **Internet Access**

The college provides free Wi-Fi campus wide, which covers every building on campus as well as most outdoor spaces. *Wi-Fi is also provided campus wide on the Grandview Campus.*

### **Media Center**

This facility provides instructional equipment and physical and virtual resources, as well as other services to support teaching and enhance student success. The Media Center provides students with circulating laptops, technology support and other services. *The Technology Services Staff on the Grandview Campus provide technology support for faculty, staff, and students. They also check out laptops and instructional equipment to faculty, staff, and students as requested. The library responds to faculty requests for digital media used for instructional purposes and has also started loaning laptops to students.*

### **Library Support**

On the Yakima campus, “The mission of the Library and Media Services is to support the Yakima Valley Community College Mission and to meet the information needs of primarily students and employees by providing access to information, retrieval services, and technology in a dynamic user-friendly environment.” To fulfill this mission, the Library and Media Center acquires and integrates resources in a variety of formats, utilizing technologies enabling broad access to information in support of the college curriculum.

The library provides multiple services for students, faculty and staff, such as information literacy instruction, reference service, circulation services, course reserves, inter-library loan, in-library student technology support, and copyright guidance. Library instruction, copyright information, reference service and collection development are conducted by professional faculty reference librarians. Reference service is available 24/7 through a state and national cooperative. Library services are designed to foster students’ ability to think critically about their information needs and successfully apply information tools and resources to meet these needs.

The collections consist of both print and online resources. The monograph collection includes over 45,000 titles, some of which are e-Books. With the help of a Title V Grant, the e-Book collection is expected to expand over the next few years. The library subscribes to several major full-text periodical databases with access to thousands of titles in management and business. In the ProQuest database YVCC subscribes to, students can search more than 750 business periodicals and newspapers with a trade or industry focus. It provides the latest industry news, product and competitive information, marketing trends, and a wide variety of other topics. It also contains publications on every major industry, including finance, insurance, transportation, construction, and many more.

In the BAS BM budget, there is an annual amount of \$5,000 that has been set aside for additional library needs.

Grandview campus is served by a new library constructed in partnership with the City of Grandview. Students in Grandview will be able to access the same online pieces as the students in Yakima, and there is an excellent book collection in the Grandview campus library that is expected to expand over the next several years. Additional study space is also available in this new library facility for students to find a quiet area to study or to form study groups and use it as a place to meet.

## **Criteria 5. Commitment to build and sustain a high quality program**

**Provide a financial plan for the first five years of program operation. This plan should include:**

### **(1) Types of funds to be used to support the program**

The program is designed to be self-sustaining. The planning and start-up costs of the program are allocated from existing operating funds of the college. During the first year of program implementation, expenses are expected to exceed tuition revenue, and this difference will be allocated from existing operating funds of the college. As indicated in the revenue and expense tables that follow, the BAS in Business Management Program is anticipated to be self-sustaining by year two.

The table below shows the budgeted start-up costs for the BAS in Applied Business Management Program.

<b>Budgeted Start-Up Costs</b>	<b>FY 2012-13</b>	<b>FY 2013-14</b>
<b>Program Coordinator</b>	\$11,819	\$50,518
<b>Curriculum Development</b>		\$44,063
<b>Marketing</b>		\$5,000
<b>External Review (2@ \$3500)</b>		\$7,000
<b>Travel</b>		\$892
<b>Total</b>	<b>\$11,819</b>	<b>\$107,473</b>

(2) Projected program expenses

<b>Annual Program Expenses</b>					
	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>
	<b>2014-15</b>	<b>2015-16</b>	<b>2016-17</b>	<b>2017-18</b>	<b>2018-19</b>
Director of Applied Baccalaureate Programs	\$64,638	\$64,638	\$66,577	\$66,577	\$66,577
Instructor FT	\$56,304	\$56,304	\$57,994	\$57,994	\$57,994
Instructors PT	\$12,800	\$28,800	\$35,586	\$37,563	\$37,563
Coordinator of Applied Management Program	\$43,762	\$43,762	\$45,075	\$45,075	\$45,075
Curriculum Development	\$3,200	\$12,800	\$13,180	\$13,180	\$13,180
<b>Subtotal Salaries</b>	<b>\$180,704</b>	<b>\$206,304</b>	<b>\$218,412</b>	<b>\$220,389</b>	<b>\$220,389</b>
Benefits	\$63,247	\$72,207	\$76,444	\$77,136	\$77,136
<b>Subtotal Personnel</b>	<b>\$243,951</b>	<b>\$278,511</b>	<b>\$294,856</b>	<b>\$297,525</b>	<b>\$297,525</b>
Equipment	\$3,000	\$2,000	\$2,000	\$2,000	\$2,000
Marketing	\$5,000	\$5,000	TBD	TBD	TBD
Goods/Services	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000
Library	\$8,000	\$8,000	\$8,000	\$8,000	\$8,000
Travel	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000
<b>Total Expenditures</b>	<b>\$271,951</b>	<b>\$305,511</b>	<b>\$316,856</b>	<b>\$319,525</b>	<b>\$319,525</b>

These are the five-year projected program expenses for the BAS in Business Management Program. This assumes a 3% increase in year three for the Coordinator of BAS in Business Management position, the Director of Applied Baccalaureate Programs and full-time instructor.

**Explanation of Expenses**

- Director of Applied Baccalaureate Programs position will be responsible for leading the BAS programs, including gaining approval for and launching the implementation of any new applied bachelor's degree programs. In the event that additional applied bachelor's degree programs are approved and implemented, the salary for this position will be allocated proportionately across the budgets of each of these programs.

- The Coordinator of the BAS in Business Management will be the point of contact for students in the BAS in Business Management program. This position will guide students to available student services, monitor student progress, assist with the admission process and be the face of the Applied Business Management Program.
- A full-time Instructor will be hired to start the fall of 2014, as the BAS BM Program is launched. This person will teach courses for which they are qualified and absorb additional advising of the BAS BM Students.
- Instructional workload will be shared by qualified part-time instructors who will teach courses in the BAS BM program as needed to provide schedule depth and flexibility.
- The program faculty will conduct an extensive review of 1/3 of the curriculum each year.
- New equipment in the form of computers and printers for program faculty and staff.
- Marketing funds will allow for the purchase of radio, print or other advertising to inform the community about the new BAS opportunity being offered. After two years the marketing budget will be re-assessed to determine amount of need.
- In addition to printing and other normal office supplies, professional development conference fees will be budgeted in goods and services.
- \$5,000 has been set aside for the purchase of an additional library database and other resources, as needed.
- Travel supports in-district contact with businesses and organizations, as well as current and prospective students. Additionally, travel supports professional development for the Director and Coordinator for the BAS BM Program, and the BAS BM program faculty.
- Travel and Goods & Services support professional development for faculty. These funds are intended to supplement Perkins Professional Development funds, and Exceptional Faculty Award funds for which these faculty members are also eligible.

### Program Sustainability

#### Five Year Enrollment Projection

	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Year 1 FT	20	18			
Year 1 PT	20	18	16		
Year 2 FT	N/A	20	18		
Year 2 PT	N/A	20	18	16	
Year 3 FT	N/A	N/A	20	18	
Year 3 PT	N/A	N/A	20	18	16
Year 4 FT	N/A	N/A	N/A	20	18
Year 4 PT	N/A	N/A	N/A	20	18
Year 5 FT	N/A	N/A	N/A	N/A	20
Year 5 PT	N/A	N/A	N/A	N/A	20

<b>HC- FT/Year</b>	20	38	38	38	38
<b>HC- PT/Year</b>	20	38	54	54	54
<b>Total HC/Year</b>	<b>40</b>	<b>76</b>	<b>92</b>	<b>92</b>	<b>92</b>

This five year enrollment projection assumes a 10% attrition rate per year. This plan reflects 40 students admitted each year, anticipating that 20 of those students will be full-time and 20 students will be part-time, taking 1 or 2 classes per quarter. Although this enrollment projection indicates that only 40 students per year will be admitted into the BAS BM Program, the program has capacity to enroll more students. After the first operational year, it is likely that the program will admit more than 40 students per year.

These enrollment projections reflect a 90% retention rate. This very high retention rate is consistent with the reported retention rates of applied management programs currently offered at other CTC's in Washington State, and reflect the selective admission process, the intense student support, the strong link to employer demand and the expected high motivation of the enrolled students.

The following tuition revenue projections are based upon the preceding enrollment plan and the tuition rates authorized by the SBCTC. These tuition rates are equivalent to the rates for regional public universities in Washington State, and are higher than the tuition rates currently published on the YVCC web site.

<b>Projected Program Revenue</b>					
<b>(includes local fees)</b>					
	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3*</b>	<b>Year 4</b>	<b>Year 5*</b>
	<b>2014-15</b>	<b>2015-16</b>	<b>2016-17</b>	<b>2017-18</b>	<b>2018-19</b>
<b>Annual Tuition @ 15 Credits*</b>	\$153,546	\$291,737	\$293,787	\$293,787	\$322,527
<b>Annual Tuition @ 10 Credits*</b>	\$37,031	\$66,655	\$99,331	\$99,331	\$109,163
<b>Annual Tuition @ 5 Credits*</b>	\$55,546	\$107,388	\$156,637	\$156,637	\$172,142
<b># Students Enrolled @ 15 cr/qtr.</b>	20	38	38	38	38
<b># Students Enrolled @ 10 cr/qtr.</b>	5	9	13	13	13
<b># Students Enrolled @ 5 cr/qtr.</b>	15	29	41	41	41
<b>Total Headcount</b>	40	76	92	92	92
<b>Estimated FTE</b>	28	54	60	60	60
<b>Projected Revenue (tuition)</b>	<b>\$246,122</b>	<b>\$465,781</b>	<b>\$549,755</b>	<b>\$549,755</b>	<b>\$603,832</b>
*2% tuition increase in years 3 and 5.					

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**(3) Appropriate facilities to be used**

The Deccio Center for Higher Education on the Yakima campus was constructed in 2003, and will be the location of most courses offered for this program. The classrooms were designed with multi-media teaching stations that feature document cameras, DVD Players, Computers, elmo projectors, white boards, large High Definition TV monitors for viewing students at other locations, and recording systems to be able to record lectures. This equipment was fully updated between 2010 and 2011, and identical teaching stations and ITV equipment have been provided on the Grandview Campus.

The offices of the Director of Applied Baccalaureate Programs and Coordinator of the BAS in Business Management Program will be located in the Deccio Higher Education Center, so that students have convenient access to these two individuals, as well as financial aid, registrar, Veterans Affairs, TRiO, and other student services that are all housed in the Deccio Building.

The Director of Applied Baccalaureate Programs and the Coordinator of BAS in Business Management Program will travel frequently to Grandview to meet students onsite, to give support and answer questions. The Grandview Campus has four (4) ITV rooms, where they can send or receive class offerings. This equipment was also updated in 2010, so no new purchases would be needed to effectively deliver the BAS BM Program to Grandview.

When YVCC instructors teach a distance learning class, it is common practice for them to travel to Grandview, 1-2 times a quarter to meet students face-to-face, teach the class from Grandview, and ITV it to Yakima. This assures that students are effectively engaging with the instructor, the course curriculum and fellow students, regardless of location.

**(4) Equipment, technology, and instructional resources needed for the program**

Instructional equipment and technology in the Deccio Higher Education Center and at the Grandview campus have been updated in 2010 and 2011, so no new instructional resources would be needed for the program.

**Document the college's ability to sustain the program over time**

	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>
	<b>2014-15</b>	<b>2015-16</b>	<b>2016-17</b>	<b>2017-18</b>	<b>2018-19</b>
<b>Projected Revenue</b>	\$246,122	\$465,781	\$549,755	\$549,755	\$603,832
<b>Projected Expenses</b>	\$271,951	\$305,511	\$316,856	\$319,525	\$319,525
<b>Difference</b>	(\$25,829)	\$160,270	\$232,899	\$230,230	\$284,307

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As shown in projected revenue and expenses, the BAS BM Program is anticipated to be self-sustaining by year 2. **During Year One, YVCC will allocate \$25,829 from local funds to budget for the projected shortfall.** Funds from the BAS BM Program will be used to enhance the BAS BM Program and contribute to the planning and start-up costs of additional BAS Degrees that are in high demand locally and regionally.

## **Criteria 6. Program specific accreditation**

**Indicate whether the institution will seek specialized program accreditation. If so, describe plans for accreditation and identify appropriate accrediting body.**

The college will not seek specialized program accreditation. There is no program specific accreditation for this applied baccalaureate degree.

**The college has submitted a Substantive Change Application and a Substantive Change Proposal to the North West Commission on Colleges and Universities, requesting approval to offer applied baccalaureate degrees. The college anticipates NWCCU approval during spring 2014.**

## **Criteria 7. Pathway options beyond baccalaureate degree**

**Describe opportunities and articulation agreements for the place-bound BAS graduates to continue their education onto a graduate (Master's) degree program.**

YVCC has reached agreement with Western Governors' University and City University of Seattle for articulation agreements that will facilitate direct transfer into their MBA programs for students completing YVCC's BAS BM program. YVCC's BAS BM curriculum is under review by several additional public and private universities in Washington State, creating the potential for additional articulation agreements.

## **Criteria 8. External expert evaluation of program**

**The institution will select two external experts to review the program. External experts should come from a university level institution, i.e. departmental professor, academic dean or department head. The expert should be a practitioner/instructor from within the content area of the proposal.**

Yakima Valley Community College has retained Dr. Joan McBee, Professor and Interim Dean of Marketing at Southern Oregon University and Leonard Black, Chair of the Business Administration Department at Heritage University to be the expert external evaluators for the BAS in Business Management Proposal.

**In a separate document, provide copies of external evaluators' reports or letters. Summarize the institution's responses and subsequent modifications to the proposal based upon evaluator's recommendations. Attach a short bio of the evaluators.**



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## **Appendix A – Course Outlines to Include:**

BA 256 Business Statistics

BASM 300 Management Theory

BASM 305 Managerial Economics

BASM 310 Accounting for Decision Makers

BASM 315 Professional Ethics

BASM 320 Organizational Behavior & Leadership

BASM 325 Legal Issues

BASM 330 Managerial Communications

BASM 340 Applied Financial Management

BASM 360 Entrepreneurship & Small Business Strategy

BASM 380 Marketing for Managers

BASM 410 Project Management

BASM 415 Information Systems Management

BASM 420 Human Resources

BASM 435 Operations Management

BASM 450 Special Topics

BASM 470 Management Internship

BASM 490 Strategic Management



## Workforce Education Division - Course Outline

Date: 10/30/2013

<b>Department Designation &amp; Number:</b> BA 256
<b>Title:</b> Business Statistics
<b>Credits:</b> 5
<b>Contact Person:</b> Kevin Palmateer
<b>Office Location:</b> T200B <b>Phone:</b> (509)574-4792
<b>E-Mail Address:</b> kpalmateer@yvcc.edu

### **Course Catalog Description:**

This introductory course applies descriptive and inferential statistical methods and probability theory to common business and economics situations. The development of analytical problem-solving skills is also emphasized.

**Prerequisite(s):** Math 94 or 95 with a letter grade of "C" or better, or YVCC placement into BA 256, or permission of instructor

**Recommended Textbook(s):** TBD by instructor

### **Course Outcome(s):**

*Upon completion of the course, the student will be able to*

- graphically summarize and interpret data.
- use quantitative analysis.
- use statistical concepts to analyze "real world" issues.

**Explain Briefly the Intent of this Course:** The intent of this course is to give students a better understanding of statistics, particularly for use in business and economics applications.

### **Course Objectives/Competencies:**

*During the course, the student will*

1. define statistics and related statistical terms.
2. calculate, graph, and interpret measures of central tendency and dispersion, including concepts of correlation and regression.
3. define, calculate, and interpret probabilities.
4. describe and apply concepts of discrete and continuous distributions.
5. explain the central limit theorem and its importance in statistical inference.
6. describe and apply tests of hypothesis.
7. apply statistical concepts and problem solving techniques to common business and consumer scenarios.

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**Indicate Assignments/Activities used in the Course:**

*(check all that apply)*

Applies to Objectives

(list nos. from above)

<input checked="" type="checkbox"/>	Textbook and other Reading	1-7
<input type="checkbox"/>	Small Group Activities and Discussion	
<input type="checkbox"/>	Oral Language Practice	
<input type="checkbox"/>	Laboratory Sessions / Clinical Practice	
<input type="checkbox"/>	Written Papers and Reports	
<input type="checkbox"/>	Formal Verbal Class Presentations	
<input type="checkbox"/>	Item / Instrument Identification and/or Use	
<input checked="" type="checkbox"/>	Internet Based Reading and Assignments	1, 7
<input type="checkbox"/>	Community Service Project	
<input type="checkbox"/>	Work Based Cooperative Field Experience	
<input type="checkbox"/>	Other (describe):	

**Indicate Evaluation Methods and Techniques used to Assess Student Completion of Objectives/Competencies:** *(check all that apply)*

- Individual and/or Group Worksheets
- Exams (indicate types)
  - Multiple Choice and/or True-False
  - Short Answer and/or Essay
  - Skill Demonstration
  - Identification
  - Other: (please describe) \_\_\_\_\_
- Content, Organization, and/or Style of Written Papers, Summaries, and Reports
- Content and Style of Individual and/or Group Verbal Presentations
- Math Application
- Competency/Skill Demonstration in Classroom/Laboratory/Clinical Setting
- Written Documentation of Work Experience
- Other: (please describe) \_\_\_\_\_



**Workforce Education/Basic Skills Divisions**  
**Course Outline**  
Date: 10/30/2013

<b>Department Designation &amp; Number:</b> BASM 300	
<b>Title:</b> Management Theory	
<b>Credits:</b> 5	
<b>Contact Person:</b> Carol Schneider	
<b>Office Location:</b> C-243	<b>Phone:</b> 574-4904
<b>E-Mail Address:</b> cschneider@yvcc.edu	

**Course Catalog Description:** *(please refer to the MyYVCC.net Workforce Education Division site, Curriculum Committee Folder, for a list of common phrases used in the course catalog description)*

Through a study of effective management practices, the course explores managerial theory through a study of leadership, individuals, teams, and organizational structure and culture. Students will discuss relevant concepts and applications of strategic planning, transformational leadership/management, problem-solving, conflict management, negotiation, and control systems. The course will address current issues regarding ethical behavior, social responsibility, and diversity.

**Prerequisite(s):** Admission into Bachelor of Applied Science in Applied Business Management Program or permission of instructor.

**Recommended Textbook(s):** TBD by Instructor

**Course Outcome(s):** *(please list two to five general course outcome(s) statements; see handbook for samples)*

*Upon completion of the course, the student will be able to*

- evaluate the major theories of effective management.
- analyze the managerial functions vis-à-vis organizational strength and sustainability.
- examine the effects of internal and environmental change on the organization.

**Explain Briefly the Intent of this Course:** The course studies the major management theories with a focus on managerial activities and the impact on the organization.

**Course Objectives/Competencies:**

*During the course, the student will*

1. analyze effective management theories and practice.
2. define and differentiate among management levels and organizational structures.
3. explain the impact of organizational structure on organizations.

4. define the relationship between planning and controlling and differentiate among various control systems.
5. discuss the manager's role in change management and demonstrate the ability to project and plan for organizational transformation resulting from innovation and/or technologic development.
6. analyze organizational conflict and develop and defend conflict resolution proposals.
7. analyze policies relating to ethics, diversity, and social responsibility and their relationship to the health of an organization.
8. apply sound decision making principles in case study scenarios.

**Indicate Assignments/Activities used in the Course:**

*(check all that apply)*

Applies to Objectives

*(list nos. from above)*

<input checked="" type="checkbox"/>	Textbook and other Reading	1-8
<input checked="" type="checkbox"/>	Small Group Activities and Discussion	1-8
<input type="checkbox"/>	Oral Language Practice	
<input type="checkbox"/>	Laboratory Sessions / Clinical Practice	
<input checked="" type="checkbox"/>	Written Papers and Reports	1-8
<input checked="" type="checkbox"/>	Formal Verbal Class Presentations	1-8
<input type="checkbox"/>	Item / Instrument Identification and/or Use	
<input checked="" type="checkbox"/>	Internet Based Reading and Assignments	1-8
<input type="checkbox"/>	Community Service Project	
<input type="checkbox"/>	Work Based Cooperative Field Experience	
<input type="checkbox"/>	Other (describe):	

**Indicate Evaluation Methods and Techniques used to Assess Student Completion of Objectives/Competencies:** *(check all that apply)*

- Individual and/or Group Worksheets
- Exams (indicate types)
  - Multiple Choice and/or True-False
  - Short Answer and/or Essay
  - Skill Demonstration
  - Identification
  - Other: (please describe)\_\_\_\_\_
- Content, Organization, and/or Style of Written Papers, Summaries, and Reports
- Content and Style of Individual and/or Group Verbal Presentations
- Math Application
- Competency/Skill Demonstration in Classroom/Laboratory/Clinical Setting
- Written Documentation of Work Experience
- Other: (please describe) Case studies.



**Workforce Education Division**  
**Course Outline**  
Date: 10/30/2013

<b>Department Designation &amp; Number:</b> BASM 305	
<b>Title:</b> Managerial Economics	
<b>Credits:</b> 5	
<b>Contact Person:</b> A. Brock Eubanks	
<b>Office Location:</b> G175	<b>Phone:</b> (509) 574-6800 x3226
<b>E-Mail Address:</b> beubanks@yvcc.edu	

**Course Catalog Description:** *(please refer to the MyYVCC.net Workforce Education Division site, Curriculum Committee Folder, for a list of common phrases used in the course catalog description)*

This course introduces students to a few common principles from the field of economics relevant for business managers. Course content draws key elements from both microeconomics and macroeconomics, like supply and demand, market dynamics, utility, economic profit and cost, resource management, inflation, unemployment, economic growth, money, and fiscal and monetary policy. Students will utilize these principles and real-world economic data to analyze the impact of economic activity in local, regional, national, and global economies.

**Prerequisite(s):** Admission into Bachelor of Applied Science in Applied Business Management Program or permission of instructor.

**Recommended Textbook(s):** TBD by Instructor

**Course Outcomes:** *(please list two to five general course outcomes statements; see handbook for samples)*

*Upon completion of the course, the student will be able to*

- illustrate the relationship between consumers and producers in the micro economy.
- distinguish the level of competitiveness of a certain good, service, firm, industry, or market.
- discuss how microeconomics and macroeconomics applies the principles of economic growth.
- apply microeconomic and macroeconomic tools to evaluate current economic events.
- assess the impact of fiscal and monetary policy decisions on the overall economy and apply these decisions to the business cycle.

**Explain Briefly the Intent of this Course:** The intent of this course is to familiarize students with the principal theories and content associated with the fields of microeconomics and macroeconomics, and enable students to articulate economic issues at the local, regional, national, and global levels.

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**Course Objectives/Competencies:**

*During the course, the student will*

1. analyze common microeconomic principles related to consumer dynamics, such as demand and the development of the demand curve, utility, elasticity, and marginal analysis.
2. explain common microeconomic principles related to firm dynamics, such as supply and the development of the supply curve, economic growth, economic profit, economic cost, market price and output, and the structure of American markets.
3. identify microeconomic issues and trends in the economy.
4. examine macroeconomic tools used by our economy to track economic growth and decline, like price level, unemployment, and real GDP.
5. assess fiscal and monetary policies implemented by Congress and the Federal Reserve to guide macroeconomic outcomes.
6. gather actual recent macroeconomic data to track the business cycle and other macroeconomic outcomes.
7. identify current macroeconomic issues and events in the economy.

Dept. Designation and Number: BASM305

**Indicate Assignments/Activities used in the Course:**

*(check all that apply)*

Applies to Objectives

(list nos. from above)

<input checked="" type="checkbox"/>	Textbook and other Reading	1-7
<input checked="" type="checkbox"/>	Small Group Activities and Discussion	1-7
<input type="checkbox"/>	Oral Language Practice	
<input type="checkbox"/>	Laboratory Sessions / Clinical Practice	
<input checked="" type="checkbox"/>	Written Papers and Reports	3, 6, 7
<input checked="" type="checkbox"/>	Formal Verbal Class Presentations	3, 7
<input type="checkbox"/>	Item / Instrument Identification and/or Use	
<input checked="" type="checkbox"/>	Internet Based Reading and Assignments	3, 7
<input type="checkbox"/>	Community Service Project	
<input type="checkbox"/>	Work Based Cooperative Field Experience	
<input checked="" type="checkbox"/>	Other (describe): Quizzes and Examinations	1-7

**Indicate Evaluation Methods and Techniques used to Assess Student Completion of Objectives/Competencies:** *(check all that apply)*

- Individual and/or Group Worksheets
- Exams (indicate types)
  - Multiple Choice and/or True-False
  - Short Answer and/or Essay
  - Skill Demonstration
  - Identification
  - Other: (please describe) \_\_\_\_\_
- Content, Organization, and/or Style of Written Papers, Summaries, and Reports

- 
- Content and Style of Individual and/or Group Verbal Presentations
  - Math Application
  - Competency/Skill Demonstration in Classroom/Laboratory/Clinical Setting
  - Written Documentation of Work Experience
  - Other: (please describe) \_\_\_\_\_





**Workforce Education Division  
Course Outline**

**Date:** 10/30/2013

<b>Department Designation &amp; Number:</b> BASM 310	
<b>Title:</b> Accounting for Decision Makers	
<b>Credits:</b> 5	
<b>Contact Person:</b> John Evanson	
<b>Office Location:</b> C235	<b>Phone:</b> (509) 574-4769
<b>E-Mail Address:</b> jevanson@yvcc.edu	

**Course Catalog Description:** *(please refer to the MyYVCC.net Workforce Education Division site, Curriculum Committee Folder, for a list of common phrases used in the course catalog description)*

This is a course in accounting theory and principles, application and language with emphasis from a manager's perspective. The students will analyze balance sheets, income statements and statements of cash flows, cost behavior, financial statement interrelationships, financial analysis, product costing, and budgetary control systems. Topics include information reporting for planning, coordinating, and monitoring the performance of a business or entrepreneurial entity.

**Prerequisite(s):** Admission into Bachelor of Applied Science in Applied Business Management Program or permission of instructor.

**Recommended Textbook(s):** TBD by instructor

**Course Outcomes:** *(please list two to five general course outcomes statements; see handbook for samples)*

*Upon completion of the course, the student will be able to*

- prepare and interpret financial statements for informed decision making.
- apply accounting information in the management and control process.
- describe the significance of accounting information in the decision making process.

**Explain Briefly the Intent of this Course:** This course examines the accounting process, financial statement contents and the application of this data in the business environment.

**Course Objectives/Competencies:**

*During the course, the student will*

1. explain the primary relationship between the balance sheet, income statement and statement of cash flows.

2. evaluate the statement of cash flows and internal information reporting for financing demands and decisions.
3. apply accounting and financial factors to budgeting, product costing, and planning decisions.
4. evaluate organizational performance based on accounting and financial results.
5. develop pro-forma or projected scenarios for differing situations or environments.
6. create the financial section of a business plan for a hypothetical organization.

Dept. Designation and Number: BASM310

**Indicate Assignments/Activities used in the Course:**

*(check all that apply)*

Applies to Objectives

*(list nos. from above)*

<input checked="" type="checkbox"/>	Textbook and other Reading	1-6
<input checked="" type="checkbox"/>	Small Group Activities and Discussion	1-6
<input type="checkbox"/>	Oral Language Practice	
<input type="checkbox"/>	Laboratory Sessions / Clinical Practice	
<input type="checkbox"/>	Written Papers and Reports	
<input type="checkbox"/>	Formal Verbal Class Presentations	
<input type="checkbox"/>	Item / Instrument Identification and/or Use	
<input checked="" type="checkbox"/>	Internet Based Reading and Assignments	1-6
<input type="checkbox"/>	Community Service Project	
<input type="checkbox"/>	Work Based Cooperative Field Experience	
<input type="checkbox"/>	Other (describe):	

**Indicate Evaluation Methods and Techniques used to Assess Student Completion of Objectives/Competencies:** *(check all that apply)*

- Individual and/or Group Worksheets
- Exams (indicate types)
  - Multiple Choice and/or True-False
  - Short Answer and/or Essay
  - Skill Demonstration
  - Identification
  - Other: (please describe) \_\_\_\_\_
- Content, Organization, and/or Style of Written Papers, Summaries, and Reports
- Content and Style of Individual and/or Group Verbal Presentations
- Math Application
- Competency/Skill Demonstration in Classroom/Laboratory/Clinical Setting
- Written Documentation of Work Experience
- Other: (please describe) \_\_\_\_\_



**Workforce Education Division**  
**Course Outline**  
Date: 10/30/2013

<b>Department Designation &amp; Number:</b> BASM 315	
<b>Title:</b> Professional Ethics	
<b>Credits:</b> 5	
<b>Contact Person:</b> John Evanson	
<b>Office Location:</b> C235	<b>Phone:</b> (509) 574-4769
<b>E-Mail Address:</b> jevanson@yvcc.edu	

**Course Catalog Description:** *(please refer to the MyYVCC.net Workforce Education Division site, Curriculum Committee Folder, for a list of common phrases used in the course catalog description)*

Students will study ethics as applied to businesses and organizations with an emphasis on contemporary trends in corporate responsibilities with respect to ethical, legal, economic, and regulatory conditions in the global marketplace.

**Prerequisite(s):** Admission into Bachelor of Applied Science in Applied Business Management Program or permission of instructor.

**Recommended Textbook(s):** TBD by Instructor

**Course Outcomes:** *(please list two to five general course outcomes statements; see handbook for samples)*

*Upon completion of the course, the student will be able to*

- express a personal ethical philosophy and explain its application in the workplace.
- develop and defend a course of action to address ethical issues in the context of business decision-making.
- summarize the relationship between business ethics, the law, and the integrity of an organization.
- assess the actual impacts on organizations that suffer from ethical lapses.

**Explain Briefly the Intent of this Course:** Explores the role of individual, business, and government activities related to ethically responsible commerce and socially beneficial business activity.

**Course Objectives/Competencies:**

*During the course, the student will*

1. define the concepts of business ethics from a personal and organization perspective.
2. assess the ethical issues facing business leaders and organizations.

3. evaluate and distinguish between the concepts of social responsibility, integrity, and business ethics.
4. explain the framework required to make ethical decisions in today's business environment and how it improves the business climate.
5. describe how moral philosophies, on a corporate and individual level, influence ethical decision-making in business.
6. analyze the influence of corporate culture, including leadership, power, and motivation, on business ethics in the workplace.
7. explain the pressures that influence ethical decision making in the organization.
8. evaluate the need for ethical standards, codes of ethics, and practices in business.
9. assess the auditing process to assure ethical practices are being followed.
10. analyze the role culture plays in global business ethics.

Dept. Designation and Number: BASM315

**Indicate Assignments/Activities used in the Course:**

*(check all that apply)*

Applies to Objectives

*(list nos. from above)*

<input checked="" type="checkbox"/>	Textbook and other Reading	1-10
<input checked="" type="checkbox"/>	Small Group Activities and Discussion	1-10
<input type="checkbox"/>	Oral Language Practice	
<input type="checkbox"/>	Laboratory Sessions / Clinical Practice	
<input checked="" type="checkbox"/>	Written Papers and Reports	1-10
<input type="checkbox"/>	Formal Verbal Class Presentations	
<input type="checkbox"/>	Item / Instrument Identification and/or Use	
<input checked="" type="checkbox"/>	Internet Based Reading and Assignments	1-10
<input type="checkbox"/>	Community Service Project	
<input type="checkbox"/>	Work Based Cooperative Field Experience	
<input type="checkbox"/>	Other (describe):	

**Indicate Evaluation Methods and Techniques used to Assess Student Completion of Objectives/Competencies:** *(check all that apply)*

- Individual and/or Group Worksheets
- Exams (indicate types)
  - Multiple Choice and/or True-False
  - Short Answer and/or Essay
  - Skill Demonstration
  - Identification
  - Other: (please describe) \_\_\_\_\_
- Content, Organization, and/or Style of Written Papers, Summaries, and Reports
- Content and Style of Individual and/or Group Verbal Presentations
- Math Application
- Competency/Skill Demonstration in Classroom/Laboratory/Clinical Setting
- Written Documentation of Work Experience
- Other: (please describe) \_\_\_\_\_



**Workforce Education Division**  
**Course Outline**  
Date: 10/30/2013

<b>Department Designation &amp; Number:</b> BASM 320	
<b>Title:</b> Organizational Behavior & Leadership	
<b>Credits:</b> 5	
<b>Contact Person:</b> Ritva Kinzel	
<b>Office Location:</b> C239	<b>Phone:</b> (509) 574-4872
<b>E-Mail Address:</b> rkinzel@yvcc.edu	

**Course Catalog Description:** *(please refer to the MyYVCC.net Workforce Education Division site, Curriculum Committee Folder, for a list of common phrases used in the course catalog description)*

This is a course in the behavior of individuals, groups, and organizations. The student will relate current theory and research to organizational problems by reviewing advanced concepts in motivation and perception, leadership, decision-making, communication and influence, group behavior, diversity, conflict and cooperation, politics, corporate culture, organizational structure, and environmental influences. The student will identify the key differences between administration, management, and leadership.

**Prerequisite(s):** Admission into Bachelor of Applied Science in Applied Business Management Program or permission of instructor.

**Recommended Textbook(s):** TBD by Instructor

**Course Outcomes:** *(please list two to five general course outcomes statements; see handbook for samples)*

*Upon completion of the course, the student will be able to*

- discuss the role of organizational behavior, leadership, management theory, and organizational structure/design in a globally competitive business context.
- develop the ability to link strategic leadership with effective change management in organizations.
- identify their own strengths and weaknesses and develop their leadership skills.
- discuss how functional areas interact to influence organizational performance.

**Explain Briefly the Intent of this Course:** The course studies the dynamics of organizational behavior and the impact of leadership on organizational behavior.

**Course Objectives/Competencies:**

*During the course, the student will*

1. explain the components of an organizational behavior model and defend its benefits.

2. discuss the intrinsic and extrinsic factors that influence individual behavior.
3. demonstrate how behavior modification strategies can be used to influence employee behavior.
4. contrast rational, bounded rational and intuitive decision-making and demonstrate the interplay between perception and decision-making.
5. identify the development of contemporary motivational theories and demonstrate how these can be applied.
6. examine effective teams and team dynamics.
7. define the concept of leadership in organizations with a specific focus on discovering one's own leadership potential.
8. analyze and characterize the structure of an organization.
9. explain the major approaches to managing organizational change and construct change scenarios to demonstrate the application of each approach.

Dept. Designation and Number: BASM320

**Indicate Assignments/Activities used in the Course:**

*(check all that apply)*

Applies to Objectives

*(list nos. from above)*

<input checked="" type="checkbox"/>	Textbook and other Reading	1-9
<input checked="" type="checkbox"/>	Small Group Activities and Discussion	1-9
<input type="checkbox"/>	Oral Language Practice	
<input type="checkbox"/>	Laboratory Sessions / Clinical Practice	
<input checked="" type="checkbox"/>	Written Papers and Reports	1-9
<input type="checkbox"/>	Formal Verbal Class Presentations	
<input type="checkbox"/>	Item / Instrument Identification and/or Use	
<input checked="" type="checkbox"/>	Internet Based Reading and Assignments	1-9
<input type="checkbox"/>	Community Service Project	
<input type="checkbox"/>	Work Based Cooperative Field Experience	
<input type="checkbox"/>	Other (describe):	

**Indicate Evaluation Methods and Techniques used to Assess Student Completion of Objectives/Competencies:** *(check all that apply)*

- Individual and/or Group Worksheets
- Exams (indicate types)
  - Multiple Choice and/or True-False
  - Short Answer and/or Essay
  - Skill Demonstration
  - Identification
  - Other: (please describe) \_\_\_\_\_
- Content, Organization, and/or Style of Written Papers, Summaries, and Reports
- Content and Style of Individual and/or Group Verbal Presentations
- Math Application
- Competency/Skill Demonstration in Classroom/Laboratory/Clinical Setting
- Written Documentation of Work Experience
- Other: (please describe) \_\_\_\_\_



**Workforce Education Division**  
**Course Outline**  
Date: 10/30/2013

<b>Department Designation &amp; Number:</b> BASM 325	
<b>Title:</b> Legal Issues	
<b>Credits:</b> 5	
<b>Contact Person:</b> Ritva Kinzel	
<b>Office Location:</b> C239	<b>Phone:</b> (509) 574-4872
<b>E-Mail Address:</b> rkinzel@yvcc.edu	

**Course Catalog Description:** *(please refer to the MyYVCC.net Workforce Education Division site, Curriculum Committee Folder, for a list of common phrases used in the course catalog description)*

This course is an introduction to traditional and emerging legal principles and theories involved in business management. Emphasis will be placed on elements of the judicial process, business law and the regulatory environment of business. Students will explore state, federal, and international laws that affect management behavior and organizational practices including contracts, business organizations, employment law, product liability, safety issues, and environmental regulation. Special attention will be paid to issues surrounding entrepreneurial startups and intellectual property.

**Prerequisite(s):** Admission into Bachelor of Applied Science in Applied Business Management Program or permission of instructor.

**Recommended Textbook(s):** TBD by instructor.

**Course Outcomes:** *(please list two to five general course outcomes statements; see handbook for samples)*

*Upon completion of the course, the student will be able to*

- evaluate the impact of state, federal and international laws on management behavior and organizational practices.
- apply legal concepts to business principles.

**Explain Briefly the Intent of this Course:** This course covers the impact of laws, regulations and legal responsibilities on management behavior with a focus on the application of this learning to real life situations for large and small organizations.

**Course Objectives/Competencies:**

*During the course, the student will*

1. apply applicable state and federal laws to case studies.
2. identify current issues regarding legal disputes in the business environment.

3. identify and describe elements of the law and the judicial process including the court systems, trials and alternative dispute resolutions, the Constitution and its application to business, and criminal law as it pertains to business.
4. analyze the elements of business law including torts, product liability, agency, real and personal property, intellectual property, contracts, credit and the employment relationship.
5. analyze and describe the regulatory environment of business as it relates to employment labor and relations, employment discrimination, environmental law, consumer protection, antitrust law, and the international legal environment of business.
6. evaluate legal issues and responsibilities of entrepreneurs.

Dept. Designation and Number: BASM325

**Indicate Assignments/Activities used in the Course:**

*(check all that apply)*

Applies to Objectives

*(list nos. from above)*

<input checked="" type="checkbox"/>	Textbook and other Reading	1-6
<input checked="" type="checkbox"/>	Small Group Activities and Discussion	1-6
<input type="checkbox"/>	Oral Language Practice	
<input type="checkbox"/>	Laboratory Sessions / Clinical Practice	
<input checked="" type="checkbox"/>	Written Papers and Reports	1-6
<input type="checkbox"/>	Formal Verbal Class Presentations	
<input type="checkbox"/>	Item / Instrument Identification and/or Use	
<input checked="" type="checkbox"/>	Internet Based Reading and Assignments	1-6
<input type="checkbox"/>	Community Service Project	
<input type="checkbox"/>	Work Based Cooperative Field Experience	
<input type="checkbox"/>	Other (describe):	

**Indicate Evaluation Methods and Techniques used to Assess Student Completion of Objectives/Competencies:** *(check all that apply)*

- Individual and/or Group Worksheets
- Exams (indicate types)
  - Multiple Choice and/or True-False
  - Short Answer and/or Essay
  - Skill Demonstration
  - Identification
  - Other: (please describe) \_\_\_\_\_
- Content, Organization, and/or Style of Written Papers, Summaries, and Reports
- Content and Style of Individual and/or Group Verbal Presentations
- Math Application
- Competency/Skill Demonstration in Classroom/Laboratory/Clinical Setting
- Written Documentation of Work Experience
- Other: (please describe) \_\_\_\_\_





**Workforce Education Division**  
**Course Outline**  
Date: 10/30/2013

<b>Department Designation &amp; Number:</b> BASM 330	
<b>Title:</b> Managerial Communications	
<b>Credits:</b> 5	
<b>Contact Person:</b> Kevin Palmateer	
<b>Office Location:</b> T200B	<b>Phone:</b> (509) 574-4792
<b>E-Mail Address:</b> kplamateer@yvcc.edu	

**Course Catalog Description:** *(please refer to the MyYVCC.net Workforce Education Division site, Curriculum Committee Folder, for a list of common phrases used in the course catalog description)*

This course emphasizes a strategic approach to communications as a management tool. Students will use a conceptual framework and specific tools for communicating in complex environments and accomplishing professional goals. Students will focus on improving their ability to write and speak effectively.

**Prerequisite(s):** Admission into Bachelor of Applied Science in Applied Business Management Program or permission of instructor.

**Recommended Textbook(s):** TBD by Instructor

**Course Outcomes:** *(please list two to five general course outcomes statements; see handbook for samples)*

*Upon completion of the course, the student will be able to*

- demonstrate an understanding of the planning and principles of effective business writing, presenting and interpersonal and team communication.
- apply effective managerial communications with the organization's stakeholders.

**Explain Briefly the Intent of this Course:** Students will focus on the importance of strategic thinking and adopting a methodical approach to the development of solutions for all business communication situations.

**Course Objectives/Competencies:**

*During the course, the student will*

1. explain the communication process and methods.
2. analyze communication situations and audiences to make choices about the most efficient and effective method and style to communicate and deliver messages.
3. create written and oral reports using research that includes the use of electronic resources.

4. produce effective business presentations in a variety of contexts.
5. produce, accept, and use feedback to improve skills.
6. create grammatically correct business documents using appropriate business style.
7. develop effective interpersonal communication skills.
8. use communication technology appropriately and effectively.

Dept. Designation and Number: BASM330

**Indicate Assignments/Activities used in the Course:**

*(check all that apply)*

**Applies to Objectives**

*(list nos. from above)*

<input checked="" type="checkbox"/>	Textbook and other Reading	1-8
<input checked="" type="checkbox"/>	Small Group Activities and Discussion	3,5
<input type="checkbox"/>	Oral Language Practice	
<input type="checkbox"/>	Laboratory Sessions / Clinical Practice	
<input checked="" type="checkbox"/>	Written Papers and Reports	3,5
<input checked="" type="checkbox"/>	Formal Verbal Class Presentations	4,8
<input type="checkbox"/>	Item / Instrument Identification and/or Use	
<input checked="" type="checkbox"/>	Internet Based Reading and Assignments	1-8
<input type="checkbox"/>	Community Service Project	
<input type="checkbox"/>	Work Based Cooperative Field Experience	
<input type="checkbox"/>	Other (describe):	

**Indicate Evaluation Methods and Techniques used to Assess Student Completion of Objectives/Competencies:** *(check all that apply)*

- Individual and/or Group Worksheets
- Exams (indicate types)
  - Multiple Choice and/or True-False
  - Short Answer and/or Essay
  - Skill Demonstration
  - Identification
  - Other: (please describe) \_\_\_\_\_
- Content, Organization, and/or Style of Written Papers, Summaries, and Reports
- Content and Style of Individual and/or Group Verbal Presentations
- Math Application
- Competency/Skill Demonstration in Classroom/Laboratory/Clinical Setting
- Written Documentation of Work Experience
- Other: (please describe) \_\_\_\_\_



**Workforce Education Division**  
**Course Outline**  
Date: 10/30/2013

<b>Department Designation &amp; Number:</b> BASM 340	
<b>Title:</b> Applied Financial Management	
<b>Credits:</b> 5	
<b>Contact Person:</b> John Evanson	
<b>Office Location:</b> C235	<b>Phone:</b> (509) 574-4769
<b>E-Mail Address:</b> jevanson@yvcc.edu	

**Course Catalog Description:** *(please refer to the MyYVCC.net Workforce Education Division site, Curriculum Committee Folder, for a list of common phrases used in the course catalog description)*

This course will provide the application of financial management principles including the analysis of financial statements for planning and control, cash and capital budgeting, risk and return, capital structure, time value of money, and financing for both short- and long-term requirements. Students will apply the basic tools and techniques used to evaluate small- and medium-sized firms or entrepreneurial proposals as potential investment opportunities.

**Prerequisite(s):** Admission into Bachelor of Applied Science in Applied Business Management Program, BA 256 Business Statistics and BASM 310 Accounting for Decision Makers, or by permission of instructor.

**Recommended Textbook(s):** TBD by Instructor

**Course Outcomes:** *(please list two to five general course outcomes statements; see handbook for samples)*

*Upon completion of the course, the student will be able to*

- explain the function of the financial manager.
- analyze the economic environment affecting the firm.
- solve finance problems using the time value of money, capital budgeting, and financial analysis.

**Explain Briefly the Intent of this Course:** This course introduces students to the financial tools available in today's business profession.

**Course Objectives/Competencies:**

*During the course, the student will*

1. examine the function of financial management and how it relates to the organizational goals of wealth and earnings maximization.
2. describe the role and functions of financial markets and financial intermediaries.

3. explain the concept of time value of money, perform time value of money calculations, and use time value of money concepts to value financial securities.
4. identify the major categories and types of financial ratios, calculate financial ratios, perform financial analyses, and develop financial plans.
5. explain the purposes of working capital, identify several basic concepts and activities associated with working capital, and identify the alternatives for financing working capital.
6. explain capital budgeting, identify the costs and returns of capital budgeting projects, apply several decision criteria, and identify projects that would be selected.
7. define and explain capital structure and identify factors influencing the determination of a firm's capital structure.

Dept. Designation and Number: BASM340

**Indicate Assignments/Activities used in the Course:**

*(check all that apply)*

Applies to Objectives

*(list nos. from above)*

<input checked="" type="checkbox"/>	Textbook and other Reading	1-7
<input checked="" type="checkbox"/>	Small Group Activities and Discussion	1-7
<input type="checkbox"/>	Oral Language Practice	
<input type="checkbox"/>	Laboratory Sessions / Clinical Practice	
<input checked="" type="checkbox"/>	Written Papers and Reports	1-7
<input type="checkbox"/>	Formal Verbal Class Presentations	
<input type="checkbox"/>	Item / Instrument Identification and/or Use	
<input checked="" type="checkbox"/>	Internet Based Reading and Assignments	1-7
<input type="checkbox"/>	Community Service Project	
<input type="checkbox"/>	Work Based Cooperative Field Experience	
<input type="checkbox"/>	Other (describe):	

**Indicate Evaluation Methods and Techniques used to Assess Student Completion of Objectives/Competencies:** *(check all that apply)*

- Individual and/or Group Worksheets
- Exams (indicate types)
  - Multiple Choice and/or True-False
  - Short Answer and/or Essay
  - Skill Demonstration
  - Identification
  - Other: (please describe) \_\_\_\_\_
- Content, Organization, and/or Style of Written Papers, Summaries, and Reports
- Content and Style of Individual and/or Group Verbal Presentations
- Math Application
- Competency/Skill Demonstration in Classroom/Laboratory/Clinical Setting
- Written Documentation of Work Experience
- Other: (please describe) \_\_\_\_\_



**Workforce Education Division**  
**Course Outline**  
Date: 10/30/2013

<b>Department Designation &amp; Number:</b> BASM 360	
<b>Title:</b> Entrepreneurship and Small Business Strategy	
<b>Credits:</b> 5	
<b>Contact Person:</b> A. Brock Eubanks	
<b>Office Location:</b> G175	<b>Phone:</b> (509) 574-6800 ext. 3226
<b>E-Mail Address:</b> beubanks@yvcc.edu	

**Course Catalog Description:** *(please refer to the MyYVCC.net Workforce Education Division site, Curriculum Committee Folder, for a list of common phrases used in the course catalog description)*

This course explores how entrepreneurs develop, launch, and manage small business ventures. This course is divided into two distinct phases. Students will examine relevant entrepreneurship theory and practical techniques used by entrepreneurs during the pre-startup phase of venture creation, such as the creation of a business plan. Then, students will explore topics related to the post-startup phase of venture creation, such as human resource development and succession planning.

**Prerequisite(s):** Admission into Bachelor of Applied Science in Applied Business Management Program or permission of instructor.

**Recommended Textbook(s):** TBD by Instructor

**Course Outcomes:** *(please list two to five general course outcomes statements; see handbook for samples)*

*Upon completion of the course, the student will be able to*

- use entrepreneurship theory and practice to identify learned entrepreneurial competencies, and express their own acumen as an entrepreneur.
- create a functional written business plan for the purposes of venture organization and funding acquisition.
- discuss the challenges facing small business owners at each phase of the small business life cycle.
- formulate strategic interventions for some of the most common problems facing entrepreneurs and small business owners.

**Explain Briefly the Intent of this Course:** The intent of this course is to introduce students to the concepts of entrepreneurship and small business ownership. It will provide them with practical tools and skills to implement the venture creation and management process.

**Course Objectives/Competencies:**

*During the course, the student will*

1. identify the phases of small business venture creation and implementation, including the pre-startup phase, inception, early growth, growth, and maturity.
2. analyze relevant milestones in the development of entrepreneurship theory, as related to how entrepreneurs acquire knowledge, skills, and abilities.
3. differentiate among the entrepreneurial competencies outlined in entrepreneurship theory, and determine whether they can be learned.
4. diagram the components of the written business plan and develop a model written business plan for an innovative product or service.
5. identify the post-startup issues and trends associated with small business managers and owners and their businesses as they progress through the small business life cycle.
6. examine the latest trends in entrepreneurship and small business ownership.

Dept. Designation and Number: BASM360

**Indicate Assignments/Activities used in the Course:**

*(check all that apply)*

Applies to Objectives

*(list nos. from above)*

<input checked="" type="checkbox"/>	Textbook and other Reading	1-6
<input checked="" type="checkbox"/>	Small Group Activities and Discussion	1-6
<input type="checkbox"/>	Oral Language Practice	
<input type="checkbox"/>	Laboratory Sessions / Clinical Practice	
<input checked="" type="checkbox"/>	Written Papers and Reports	1-4
<input checked="" type="checkbox"/>	Formal Verbal Class Presentations	4
<input type="checkbox"/>	Item / Instrument Identification and/or Use	
<input checked="" type="checkbox"/>	Internet Based Reading and Assignments	1-6
<input type="checkbox"/>	Community Service Project	
<input type="checkbox"/>	Work Based Cooperative Field Experience	
<input type="checkbox"/>	Other (describe):	

**Indicate Evaluation Methods and Techniques used to Assess Student Completion of Objectives/Competencies:** *(check all that apply)*

- Individual and/or Group Worksheets
- Exams (indicate types)
  - Multiple Choice and/or True-False
  - Short Answer and/or Essay
  - Skill Demonstration
  - Identification
  - Other: (please describe) \_\_\_\_\_
- Content, Organization, and/or Style of Written Papers, Summaries, and Reports
- Content and Style of Individual and/or Group Verbal Presentations
- Math Application
- Competency/Skill Demonstration in Classroom/Laboratory/Clinical Setting
- Written Documentation of Work Experience
- Other: (please describe) \_\_\_\_\_



**Workforce Education Division**  
**Course Outline**  
Date: 10/30/2013

<b>Department Designation &amp; Number:</b> BASM 380	
<b>Title:</b> Marketing for Managers	
<b>Credits:</b> 5	
<b>Contact Person:</b> Ritva Kinzel	
<b>Office Location:</b> C239	<b>Phone:</b> (509) 574-4872
<b>E-Mail Address:</b> rkinzel@yvcc.edu	

**Course Catalog Description:** *(please refer to the MyYVCC.net Workforce Education Division site, Curriculum Committee Folder, for a list of common phrases used in the course catalog description)*

Students will develop the marketing knowledge and skills necessary for successful management of a profit or non-profit organization, including entrepreneurial startups. Topics include understanding marketing concepts, development and execution of a marketing strategy, and the use of e-commerce. Examine niche, business-to-business, business-to-consumer, and business-to-government marketing of products and services.

**Prerequisite(s):** Admission into Bachelor of Applied Science in Applied Business Management Program or permission of instructor.

**Recommended Textbook(s):** TBD by Instructor

**Course Outcomes:** *(please list two to five general course outcomes statements; see handbook for samples)*

*Upon completion of the course, the student will be able to*

- execute strategic marketing management in the social, economic, and technological arenas in which businesses function today.
- apply marketing concepts to analyze, plan, and implement marketing strategies.
- develop and execute a customer-oriented marketing plan.

**Explain Briefly the Intent of this Course:** The course studies the marketing theories with a focus on strategic marketing management activities and the impact on the organization.

**Course Objectives/Competencies:**

*During the course, the student will*

1. integrate strategic thinking and leadership into the practice of marketing.
2. define marketing and understand its impact on collaborators, customers and competitors.
3. examine marketing strategies, such as branding and competitive advantage.
4. develop strategies to collect and analyze marketing information.

5. apply marketing strategy and the elements of marketing analysis: customer analysis, competitor analysis, and company analysis for the purpose of writing a marketing plan.
6. recognize environmental forces and their impact on strategic marketing decisions.
7. define the marketing mix variables (product strategy, pricing, advertising and promotion, and distribution) and how best to manage them.
8. analyze customer markets and buyer behavior.
9. assess the relationship among segmentation, targeting, and positioning.
10. employ problem solving and decision-making abilities in the operational areas of marketing.
11. recognize the elements of ethical and socially responsible marketing.
12. recognize the importance of building and managing profitable customer relationships and creating customer lifetime value.

Dept. Designation and Number: BASM380

**Indicate Assignments/Activities used in the Course:**

*(check all that apply)*

Applies to Objectives

*(list nos. from above)*

<input checked="" type="checkbox"/>	Textbook and other Reading	1-12
<input checked="" type="checkbox"/>	Small Group Activities and Discussion	1-12
<input type="checkbox"/>	Oral Language Practice	
<input type="checkbox"/>	Laboratory Sessions / Clinical Practice	
<input checked="" type="checkbox"/>	Written Papers and Reports	1-12
<input checked="" type="checkbox"/>	Formal Verbal Class Presentations	1-12
<input type="checkbox"/>	Item / Instrument Identification and/or Use	
<input checked="" type="checkbox"/>	Internet Based Reading and Assignments	1-12
<input type="checkbox"/>	Community Service Project	
<input type="checkbox"/>	Work Based Cooperative Field Experience	
<input type="checkbox"/>	Other (describe):	

**Indicate Evaluation Methods and Techniques used to Assess Student Completion of Objectives/Competencies:** *(check all that apply)*

- Individual and/or Group Worksheets
- Exams (indicate types)
  - Multiple Choice and/or True-False
  - Short Answer and/or Essay
  - Skill Demonstration
  - Identification
  - Other: (please describe) \_\_\_\_\_
- Content, Organization, and/or Style of Written Papers, Summaries, and Reports
- Content and Style of Individual and/or Group Verbal Presentations
- Math Application
- Competency/Skill Demonstration in Classroom/Laboratory/Clinical Setting
- Written Documentation of Work Experience
- Other: (please describe) \_\_\_\_\_





**Workforce Education/Basic Skills Divisions**  
**Course Outline**  
Date: 10/30/2013

<b>Department Designation &amp; Number:</b> BASM 410	
<b>Title:</b> Project Management	
<b>Credits:</b> 5	
<b>Contact Person:</b> Carol Schneider	
<b>Office Location:</b> C-243	<b>Phone:</b> 574-4904
<b>E-Mail Address:</b> cschneider@yvcc.edu	

**Course Catalog Description:** *(please refer to the MyYVCC.net Workforce Education Division site, Curriculum Committee Folder, for a list of common phrases used in the course catalog description)*

This class is a comprehensive study of the theory and practice of project management, focusing on leadership and decision-making critical to effective implementation. It includes the managerial aspects of project definition, internal/external communication, constraints, environmental concerns, time limits, risk sensitivity, metrics measurement, budget implications, impact analysis, risk response controls, contingencies, and performance specifications. It provides the skills and knowledge to identify and quantify problems and provide solutions to meet project requirements.

**Prerequisite(s):**

Admission into Bachelor of Applied Science in Applied Business Management Program or by permission of instructor.

**Recommended Textbook(s):** TBD by Instructor

**Course Outcome(s):** *(please list two to five general course outcome(s) statements; see handbook for samples)*

*Upon completion of the course, the student will be able to*

- analyze and assess the problem-solving techniques of project management.
- define effective project management activities.
- identify project management metrics and software applications.

**Explain Briefly the Intent of this Course:** The course covers the theory and practice of effective project management in the context of systematic planning and implementation.

**Course Objectives/Competencies:**

*During the course, the student will*

1. define the stages of the project life cycle and activities in each stage.
2. explain the relationship between the technical and socio-cultural sides of a project.

3. examine the constraints that make project planning challenging.
4. contrast time versus resource constrained projects.
5. create a statement of work and develop a work breakdown structure for simple and complex projects.
6. establish a project baseline and task priorities; track resources and progress to the baseline.
7. identify the critical path, using industry best practices.
8. develop time estimates, budget projections, and milestone evaluations and controls.
9. describe the risk management process.
10. analyze the components of effective project teams.
11. analyze and construct GANTT and PERT charts for management decision-making.
12. use current project management software and technology.
13. explain the control cycle and the elements of a project control model.
14. explain the costs and risks associated with compressing or crashing a project.
15. describe the major elements of a project audit.
16. identify the challenges and components of a final project report.
17. summarize key issues regarding project closure.

**Indicate Assignments/Activities used in the Course:**

*(check all that apply)*

Applies to Objectives

*(list nos. from above)*

<input checked="" type="checkbox"/>	Textbook and other Reading	1-17
<input checked="" type="checkbox"/>	Small Group Activities and Discussion	1-17
<input type="checkbox"/>	Oral Language Practice	
<input type="checkbox"/>	Laboratory Sessions / Clinical Practice	
<input checked="" type="checkbox"/>	Written Papers and Reports	1-17
<input checked="" type="checkbox"/>	Formal Verbal Class Presentations	1-17
<input type="checkbox"/>	Item / Instrument Identification and/or Use	
<input checked="" type="checkbox"/>	Internet Based Reading and Assignments	1-17
<input type="checkbox"/>	Community Service Project	
<input type="checkbox"/>	Work Based Cooperative Field Experience	
<input type="checkbox"/>	Other (describe):	

**Indicate Evaluation Methods and Techniques used to Assess Student Completion of Objectives/Competencies:** *(check all that apply)*

- Individual and/or Group Worksheets
- Exams (indicate types)
  - Multiple Choice and/or True-False
  - Short Answer and/or Essay
  - Skill Demonstration
  - Identification
  - Other: (please describe) \_\_\_\_\_
- Content, Organization, and/or Style of Written Papers, Summaries, and Reports
- Content and Style of Individual and/or Group Verbal Presentations
- Math Application
- Competency/Skill Demonstration in Classroom/Laboratory/Clinical Setting
- Written Documentation of Work Experience
- Other: (please describe) Case studies.



**Workforce Education Division**  
**Course Outline**  
Date: 10/30/2013

<b>Department Designation &amp; Number:</b> BASM 415	
<b>Title:</b> Information Systems Management	
<b>Credits:</b> 5	
<b>Contact Person:</b> Kevin Palmateer	
<b>Office Location:</b> T200B	<b>Phone:</b> (509) 574-4792
<b>E-Mail Address:</b> kpalmateer@yvcc.edu	

**Course Catalog Description:** *(please refer to the MyYVCC.net Workforce Education Division site, Curriculum Committee Folder, for a list of common phrases used in the course catalog description)*

This course helps students understand available IT components and how to use IT applications for success. Students will learn the terminology used in the field of IT and how IT principles can apply to businesses. Competitive advantages of using IT and return on investment is stressed. Focus is placed on the following basic principles of IT: hardware and software components, database technology, telecommunications and networking, e-commerce, Enterprise Resource Planning (ERP), Decision Support Systems (DSS), Expert Systems (ES), systems development and implementation, and ethical and societal issues involved in IT.

**Prerequisite(s):** Admission into Bachelor of Applied Science in Applied Business Management Program or permission of instructor.

**Recommended Textbook(s):** TBD by Instructor

**Course Outcomes:** *(please list two to five general course outcomes statements; see handbook for samples)*

*Upon completion of the course, the student will be able to*

- recognize the role and impact of information systems in business.
- develop an understanding of how information systems affects the daily lives of the current workforce and impacts the future of tomorrow's workforce.

**Explain Briefly the Intent of this Course:** This course is designed to give students a better understanding of the role and impact of information systems, and how IT can be used to enhance the day-to-day business operations.

**Course Objectives/Competencies:**

*During the course, the student will*

1. identify the components of an information system and its characteristics.
2. discuss the speed, functionality, and importance of input and output devices.

3. describe how to select and organize computer system components to support company information system objectives.
4. describe strategies to lower costs and improve service.
5. define and explain general data management concepts and terms.
6. define and explain concepts, terms, and components pertinent to telecommunications and networking.
7. identify and describe intranet, extranet, and Internet and how businesses use these tools.
8. define and explain enterprise resource planning, transaction processing and electronic commerce.
9. list and discuss important characteristics of decision support systems, and expert systems.
10. explain the importance of security, privacy, and ethical issues as they relate to information systems.

Dept. Designation and Number: BASM415

**Indicate Assignments/Activities used in the Course:**

*(check all that apply)*

Applies to Objectives

*(list nos. from above)*

<input checked="" type="checkbox"/>	Textbook and other Reading	1,2,3,4,5,6,7,8,9,10
<input type="checkbox"/>	Small Group Activities and Discussion	
<input type="checkbox"/>	Oral Language Practice	
<input type="checkbox"/>	Laboratory Sessions / Clinical Practice	
<input checked="" type="checkbox"/>	Written Papers and Reports	1,2,3,4,5,6,7,8,9,10
<input type="checkbox"/>	Formal Verbal Class Presentations	
<input type="checkbox"/>	Item / Instrument Identification and/or Use	
<input checked="" type="checkbox"/>	Internet Based Reading and Assignments	1,2,3,4,5,6,7,8,9,10
<input type="checkbox"/>	Community Service Project	
<input type="checkbox"/>	Work Based Cooperative Field Experience	
<input type="checkbox"/>	Other (describe):	

**Indicate Evaluation Methods and Techniques used to Assess Student Completion of Objectives/Competencies:** *(check all that apply)*

- Individual and/or Group Worksheets
- Exams (indicate types)
  - Multiple Choice and/or True-False
  - Short Answer and/or Essay
  - Skill Demonstration
  - Identification
  - Other: (please describe) \_\_\_\_\_
- Content, Organization, and/or Style of Written Papers, Summaries, and Reports
- Content and Style of Individual and/or Group Verbal Presentations
- Math Application
- Competency/Skill Demonstration in Classroom/Laboratory/Clinical Setting
- Written Documentation of Work Experience
- Other: (please describe) \_\_\_\_\_



**Workforce Education Division**  
**Course Outline**  
Date: 10/30/2013

<b>Department Designation &amp; Number:</b> BASM 420	
<b>Title:</b> Human Resources	
<b>Credits:</b> 5	
<b>Contact Person:</b> Ritva Kinzel	
<b>Office Location:</b> C239	<b>Phone:</b> (509) 574-4872
<b>E-Mail Address:</b> rkinzel@yvcc.edu	

**Course Catalog Description:** *(please refer to the MyYVCC.net Workforce Education Division site, Curriculum Committee Folder, for a list of common phrases used in the course catalog description)*

This course examines major trends in human resource management including problems and issues faced by organizations and individuals in times of change. Students will identify the responsibilities of a human resource department and the roles that managers play. The environment of human resource management in organizations, jobs, labor, training and development will be explored. Emphasis will be placed on compensation and employee relations including union and management relations.

**Prerequisite(s):** Admission into Bachelor of Applied Science in Applied Business Management Program or permission of instructor.

**Recommended Textbook(s):** TBD by Instructor

**Course Outcomes:** *(please list two to five general course outcomes statements; see handbook for samples)*

*Upon completion of the course, the student will be able to*

- explain strategic human resource management and its place in a changing world.
- define the role of human resource management in jobs, labor, training and development.
- explain the role of a human resource manager in creating compensation packages and maintaining employee relations.

**Explain Briefly the Intent of this Course:** This course provides a management-oriented exploration of human resource management, structure, functional applications, and labor management relations.

**Course Objectives/Competencies:**

*During the course, the student will*

1. examine the impact of changing legal and organizational environments on human resource management in the US.

2. evaluate the components of workforce planning and the different approaches to workforce planning.
3. discuss the basic principles related to developing, implementing, and evaluating a recruitment and training program for an organization.
4. analyze the role and responsibilities of an organization for ensuring the safety and health of its employees.
5. formulate a compensation strategy that matches up with the organization's business strategy and enhances motivation, productivity, and satisfaction among employees.
6. practice effective conflict resolution techniques to support a positive team environment.
7. recognize the value of diversity in the workplace and how to leverage differences for a productive and effective work environment.
8. examine laws that relate to equal opportunity employment and anti-discrimination.

Dept. Designation and Number: BASM420

**Indicate Assignments/Activities used in the Course:**

*(check all that apply)*

Applies to Objectives

*(list nos. from above)*

<input checked="" type="checkbox"/>	Textbook and other Reading	1-8
<input checked="" type="checkbox"/>	Small Group Activities and Discussion	1-8
<input type="checkbox"/>	Oral Language Practice	
<input type="checkbox"/>	Laboratory Sessions / Clinical Practice	
<input checked="" type="checkbox"/>	Written Papers and Reports	1-8
<input type="checkbox"/>	Formal Verbal Class Presentations	
<input type="checkbox"/>	Item / Instrument Identification and/or Use	
<input checked="" type="checkbox"/>	Internet Based Reading and Assignments	1-8
<input type="checkbox"/>	Community Service Project	
<input type="checkbox"/>	Work Based Cooperative Field Experience	
<input type="checkbox"/>	Other (describe):	

**Indicate Evaluation Methods and Techniques used to Assess Student Completion of Objectives/Competencies:** *(check all that apply)*

- Individual and/or Group Worksheets
- Exams (indicate types)
  - Multiple Choice and/or True-False
  - Short Answer and/or Essay
  - Skill Demonstration
  - Identification
  - Other: (please describe) \_\_\_\_\_
- Content, Organization, and/or Style of Written Papers, Summaries, and Reports
- Content and Style of Individual and/or Group Verbal Presentations
- Math Application
- Competency/Skill Demonstration in Classroom/Laboratory/Clinical Setting
- Written Documentation of Work Experience
- Other: (please describe) \_\_\_\_\_



**Workforce Education Division**  
**Course Outline**  
Date: 10/30/2013

<b>Department Designation &amp; Number:</b> BASM 435	
<b>Title:</b> Operations Management	
<b>Credits:</b> 5	
<b>Contact Person:</b> John Evanson	
<b>Office Location:</b> C235	<b>Phone:</b> (509) 574-4769
<b>E-Mail Address:</b> jevanson@yvcc.edu	

**Course Catalog Description:** *(please refer to the MyYVCC.net Workforce Education Division site, Curriculum Committee Folder, for a list of common phrases used in the course catalog description)*

This course will investigate the unique aspects of managing and growing small to medium-sized businesses including strategic and operational planning and the inevitable tradeoffs that must be considered. Topics include quality and outcomes, productivity, efficiency, forecasting, work flow processes, working capital management, inventory control, design of goods and services and supply chain issues.

**Prerequisite(s):** Admission into Bachelor of Applied Science in Applied Business Management Program, and a minimum of 45 credits of BASM courses, or permission of instructor.

**Recommended Textbook(s):** TBD by Instructor

**Course Outcomes:** *(please list two to five general course outcomes statements; see handbook for samples)*

*Upon completion of the course, the student will be able to*

- discuss the role and importance of the operations function in organizations.
- explain the evolution of Total Quality Management, supply chain management, and manufacturing control systems in global business.
- recognize and apply appropriate analytical techniques related to operations management

**Explain Briefly the Intent of this Course:** This course provides the student with the basic quantitative management skills necessary to function in the business environment

**Course Objectives/Competencies:**

*During the course, the student will*

1. analyze and diagram the role of operation and project management systems within a competitive marketplace.
2. illustrate and apply the concepts of process analysis.

3. apply the concepts of quality, performance and capacity planning, and the basic principles of quality control programs.
4. assess the Theory of Constraints.
5. apply the concepts of supply chain design and integration, compute critical inventory and financial measures, and perform cost analysis and decision rules.
6. identify critical factors of facility and inventory management, and calculate decision points for effective systems.

Dept. Designation and Number: BASM435

**Indicate Assignments/Activities used in the Course:**

*(check all that apply)*

Applies to Objectives

*(list nos. from above)*

<input checked="" type="checkbox"/>	Textbook and other Reading	1-6
<input checked="" type="checkbox"/>	Small Group Activities and Discussion	1-6
<input type="checkbox"/>	Oral Language Practice	
<input type="checkbox"/>	Laboratory Sessions / Clinical Practice	
<input checked="" type="checkbox"/>	Written Papers and Reports	1-6
<input type="checkbox"/>	Formal Verbal Class Presentations	
<input type="checkbox"/>	Item / Instrument Identification and/or Use	
<input checked="" type="checkbox"/>	Internet Based Reading and Assignments	1-6
<input type="checkbox"/>	Community Service Project	
<input type="checkbox"/>	Work Based Cooperative Field Experience	
<input type="checkbox"/>	Other (describe):	

**Indicate Evaluation Methods and Techniques used to Assess Student Completion of Objectives/Competencies:** *(check all that apply)*

- Individual and/or Group Worksheets
- Exams (indicate types)
  - Multiple Choice and/or True-False
  - Short Answer and/or Essay
  - Skill Demonstration
  - Identification
  - Other: (please describe) \_\_\_\_\_
- Content, Organization, and/or Style of Written Papers, Summaries, and Reports
- Content and Style of Individual and/or Group Verbal Presentations
- Math Application
- Competency/Skill Demonstration in Classroom/Laboratory/Clinical Setting
- Written Documentation of Work Experience
- Other: (please describe) \_\_\_\_\_





**Workforce Education Division**  
**Course Outline**  
Date: 10/30/2013

<b>Department Designation &amp; Number:</b> BASM 450	
<b>Title:</b> Special Topics	
<b>Credits:</b> 5	
<b>Contact Person:</b> John Evanson	
<b>Office Location:</b> C235	<b>Phone:</b> 574-4769
<b>E-Mail Address:</b> jevanson@yvcc.edu	

**Course Catalog Description:** *(please refer to the MyYVCC.net Workforce Education Division site, Curriculum Committee Folder, for a list of common phrases used in the course catalog description)*

Students will gain exposure to a variety of topics that pertain to current issues and problems in the business management environment. The course will examine historical and emerging business themes and trends.

**Prerequisite(s):** Admission into Bachelor of Applied Science in Applied Business Management Program, and a minimum of 45 credits of BASM courses or permission of instructor.

**Recommended Textbook(s):** TBD by instructor

**Course Outcomes:** *(please list two to five general course outcomes statements; see handbook for samples)*

*Upon completion of the course, the student will be able to*

- apply business/management perspectives and concepts to industry issues.
- analyze information and data pertinent to business managers.
- demonstrate professional communication skills.

**Explain Briefly the Intent of this Course:** This course will cover specialized topics providing in-depth exploration of focused themes and/or current issues and trends in the field of business management.

**Course Objectives/Competencies:**

*During the course, the student will*

1. demonstrate the ability to organize ideas in a logical and purposeful manner.
2. recognize relevant issues and questions pertaining to the topic.
3. apply managerial perspectives to current issues, trends, and/or institutions.
4. analyze data and information to support a chosen position.
5. demonstrate business professionalism in communication.

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Dept. Designation and Number: BASM 450

**Indicate Assignments/Activities used in the Course:**

*(check all that apply)*

Applies to Objectives

*(list nos. from above)*

<input checked="" type="checkbox"/>	Textbook and other Reading	1-5
<input checked="" type="checkbox"/>	Small Group Activities and Discussion	1-5
<input type="checkbox"/>	Oral Language Practice	
<input type="checkbox"/>	Laboratory Sessions / Clinical Practice	
<input checked="" type="checkbox"/>	Written Papers and Reports	1-5
<input checked="" type="checkbox"/>	Formal Verbal Class Presentations	1-5
<input type="checkbox"/>	Item / Instrument Identification and/or Use	
<input checked="" type="checkbox"/>	Internet Based Reading and Assignments	1-5
<input type="checkbox"/>	Community Service Project	
<input type="checkbox"/>	Work Based Cooperative Field Experience	
<input type="checkbox"/>	Other (describe):	

**Indicate Evaluation Methods and Techniques used to Assess Student Completion of Objectives/Competencies:** *(check all that apply)*

- Individual and/or Group Worksheets
- Exams (indicate types)
  - Multiple Choice and/or True-False
  - Short Answer and/or Essay
  - Skill Demonstration
  - Identification
  - Other: (please describe)\_\_\_\_\_
- Content, Organization, and/or Style of Written Papers, Summaries, and Reports
- Content and Style of Individual and/or Group Verbal Presentations
- Math Application
- Competency/Skill Demonstration in Classroom/Laboratory/Clinical Setting
- Written Documentation of Work Experience
- Other: (please describe) Case Studies



**Workforce Education Division**  
**Course Outline**  
Date: 10/30/2013

<b>Department Designation &amp; Number:</b> BASM 470	
<b>Title:</b> Management Internship	
<b>Credits:</b> 5	
<b>Contact Person:</b> Carol Schneider	
<b>Office Location:</b> C243	<b>Phone:</b> (509) 574-4904
<b>E-Mail Address:</b> cschneider@yvcc.edu	

**Course Catalog Description:** *(please refer to the MyYVCC.net Workforce Education Division site, Curriculum Committee Folder, for a list of common phrases used in the course catalog description)*

Students will engage in an internship with local businesses, entrepreneurs, non-profits, or governmental units. The internship will use the students' acquired knowledge, skills and abilities to provide input to the organization. The course will consist of class time and a 100 hour internship, recommended to be taken the final quarter of the BASM program.

**Prerequisite(s):** Admission into Bachelor of Applied Science in Applied Business Management Program, and a minimum of 45 credits of BASM courses or permission of instructor.

**Recommended Textbook(s):** TBD

**Course Outcomes:** *(please list two to five general course outcomes statements; see handbook for samples)*

*Upon completion of the course, the student will be able to*

- apply the learning achieved from the coursework to specific problems and opportunities that exist in the organization.
- articulate the key challenges and opportunities that the organization faces.
- develop an action plan for a defined organizational issue.

**Explain Briefly the Intent of this Course:** Students will apply learned classroom skills in a real world environment.

**Course Objectives/Competencies:**

*During the course, the student will*

1. apply critical thinking to professional practice.
2. recognize the needs of the particular organization they are working in.
3. analyze the working environment.
4. identify areas of strengths, weaknesses, opportunities and threats.
5. prepare written and oral reports.

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6. utilize theory and practice from the classroom.

Dept. Designation and Number: BASM470

**Indicate Assignments/Activities used in the Course:**

*(check all that apply)*

Applies to Objectives

*(list nos. from above)*

<input type="checkbox"/>	Textbook and other Reading	
<input checked="" type="checkbox"/>	Small Group Activities and Discussion	1-6
<input type="checkbox"/>	Oral Language Practice	
<input type="checkbox"/>	Laboratory Sessions / Clinical Practice	
<input checked="" type="checkbox"/>	Written Papers and Reports	1-6
<input checked="" type="checkbox"/>	Formal Verbal Class Presentations	1-6
<input type="checkbox"/>	Item / Instrument Identification and/or Use	
<input checked="" type="checkbox"/>	Internet Based Reading and Assignments	1-6
<input type="checkbox"/>	Community Service Project	
<input checked="" type="checkbox"/>	Work Based Cooperative Field Experience	1-6
<input type="checkbox"/>	Other (describe):	

**Indicate Evaluation Methods and Techniques used to Assess Student Completion of Objectives/Competencies:** *(check all that apply)*

- Individual and/or Group Worksheets
- Exams (indicate types)
  - Multiple Choice and/or True-False
  - Short Answer and/or Essay
  - Skill Demonstration
  - Identification
  - Other: (please describe) \_\_\_\_\_
- Content, Organization, and/or Style of Written Papers, Summaries, and Reports
- Content and Style of Individual and/or Group Verbal Presentations
- Math Application
- Competency/Skill Demonstration in Classroom/Laboratory/Clinical Setting
- Written Documentation of Work Experience
- Other: (please describe) \_\_\_\_\_



**Workforce Education/Basic Skills Divisions**  
**Course Outline**  
Date: 10/30/2013

<b>Department Designation &amp; Number:</b> BASM 490	
<b>Title:</b> Strategic Management	
<b>Credits:</b> 5	
<b>Contact Person:</b> Carol Schneider	
<b>Office Location:</b> C-243	<b>Phone:</b> 574-4904
<b>E-Mail Address:</b> cschneider@yvcc.edu	

**Course Catalog Description:** *(please refer to the MyYVCC.net Workforce Education Division site, Curriculum Committee Folder, for a list of common phrases used in the course catalog description)*

This is a capstone course focusing on strategic issues facing organizations, including top management decision making and social responsibility; environmental and industry analysis; managing organizational mission and objectives; corporate, business and functional level strategy formulation; strategic implementation and control; integrating operations, finance, marketing and human resource strategies.

**Prerequisite(s):** Admission into Bachelor of Applied Science in Applied Business Management Program, and a minimum of 45 credits of BASM courses or permission of instructor.

**Recommended Textbook(s):** TBD by Instructor

**Course Outcome(s):** *(please list two to five general course outcome(s) statements; see handbook for samples)*

*Upon completion of the course, the student will be able to*

- analyze the roles of the manager in formulating and implementing strategic planning, decision-making, and control.
- explain how the functional areas of business contribute to the strategic success of an organization.
- apply the tools and techniques used in strategic management.

**Explain Briefly the Intent of this Course:** The course synthesizes skills and knowledge gained throughout the BASM Program and focuses on the key aspects of managerial activities of planning, organizing, leading, and controlling for organizational success.

**Course Objectives/Competencies:**

*During the course, the student will*

1. integrate knowledge gained in previous and concurrent courses with a focus from a strategic management perspective.

2. synthesize the fundamental concepts of strategic management regarding business functions of finance, human resources, marketing, and operations.
3. analyze complex qualitative and quantitative problems using the skills, technology, and techniques to evaluate business situations strategically.
4. discuss the impact of external environmental forces and of strategic actions by the firm and its rivals on business and corporate strategy.
5. assess business situations from a strategic point of view and propose solutions through analysis, evaluation, and reporting.
6. express ideas, present and justify proposals and conclusions clearly, logically, and persuasively in written and presentation formats.
7. collaborate in teams.

**Indicate Assignments/Activities used in the Course:**

*(check all that apply)*

Applies to Objectives

*(list nos. from above)*

<input checked="" type="checkbox"/>	Textbook and other Reading	1-7
<input checked="" type="checkbox"/>	Small Group Activities and Discussion	1-7
<input type="checkbox"/>	Oral Language Practice	
<input type="checkbox"/>	Laboratory Sessions / Clinical Practice	
<input checked="" type="checkbox"/>	Written Papers and Reports	1-7
<input checked="" type="checkbox"/>	Formal Verbal Class Presentations	1-7
<input type="checkbox"/>	Item / Instrument Identification and/or Use	
<input checked="" type="checkbox"/>	Internet Based Reading and Assignments	1-7
<input type="checkbox"/>	Community Service Project	
<input type="checkbox"/>	Work Based Cooperative Field Experience	
<input type="checkbox"/>	Other (describe):	

**Indicate Evaluation Methods and Techniques used to Assess Student Completion of Objectives/Competencies:** *(check all that apply)*

- Individual and/or Group Worksheets
- Exams (indicate types)
  - Multiple Choice and/or True-False
  - Short Answer and/or Essay
  - Skill Demonstration
  - Identification
  - Other: (please describe) \_\_\_\_\_
- Content, Organization, and/or Style of Written Papers, Summaries, and Reports
- Content and Style of Individual and/or Group Verbal Presentations
- Math Application
- Competency/Skill Demonstration in Classroom/Laboratory/Clinical Setting
- Written Documentation of Work Experience
- Other: (please describe) Case Studies.

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**Appendix B to include all faculty resumes.**

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## A. Brock Eubanks, Ph.D.

### EDUCATION

- Doctor of Philosophy, University of Idaho. Areas of study included Adult and Organizational Leadership, Human Resource Development, Organization Development and Adult Education. Graduate Certificate: Statistics. Dissertation: The Roles and Competencies of Career Entrepreneurs: Implications for Training and Career Development.
- Master in Business Administration, Washington State University. Area of Interest: Entrepreneurship and Small Business Development. Awarded a graduate fellowship.
- Bachelor of Arts in Business Administration – Finance, Washington State University, Magna Cum Laude.

### PROGRAM RELATED EXPERIENCE

- **Economics Instructor, Yakima Valley Community College:** Courses Taught include Econ& 201 – Microeconomics, Econ& 202 – Macroeconomics, Econ 101 – Introduction to Economics, BA 205 – Small Business Management, Acct& 202 – Principles of Accounting II, Acct& 203 – Principles of Accounting III. Courses and Initiatives Created/Updated: Econ 101 – Introduction to Economics, BA 105 – Entrepreneurship, Yakima/SCORE Student Business Plan Competition.
- **Lecturer, Business Administration, Eastern Washington University.** Courses Taught: Dsci 245 – Data Analysis for Business, Acct 252 – Principles of Managerial Accounting, Misc 311 – Information Technology in Business.
- **Adjunct Business Instructor, Spokane Falls Community College.** Courses Taught: Bus 215 – Business Statistics.

### INDUSTRY RELATED EXPERIENCE

- **Certificated Yakima SCORE Counselor:** Regularly meet with entrepreneurs to develop their business ideas.
- **EWU Entrepreneur Consultant:** Grant-funded hourly consultant employed by the EWU Entrepreneurship Center in Spokane, WA to assist entrepreneurs with business planning and development.
- **AHANA Consultant:** Grant-funded hourly consultant employed by AHANA (Asian Hispanic African and Native American) non-profit consulting group in Spokane, WA.
- **Independent Contractor:** Grant writer for Spokane WA technology firm for SBIR grant proposal.



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# Carol A. Schneider, MBA

## EDUCATION

- MBA in Organizational Management and Industrial Relations, University of Rhode Island.
- Bachelor of Science in Business Administration, major in Marketing Management, University of Rhode Island.

## PROGRAM RELATED EXPERIENCE

- **Faculty, Yakima Valley Community College, Yakima, WA:** Currently serving as the Business Department Chair; previously served as the Business Administration Program Coordinator. Full-time instructional responsibilities in business administration coursework, both face-to-face, blended, and fully online; and academic advising of students in business administration.
- **Adjunct Faculty, Central Washington University, Ellensburg, WA:** Courses in business administration.
- **Adjunct Faculty, Heritage University, Toppenish, WA:** Courses in business administration.
- **Adjunct Faculty, Northeastern University, Boston, MA:** Courses in business administration.
- **Graduate Fellow and Research Assistant University of Rhode Island:** College of Business Administration and University Student Services assignments.

## INDUSTRY RELATED EXPERIENCE

- **U. S. Department of Housing and Urban Development/ HSIAC Grant Project Director, Yakima, WA:** Provided leadership and project management for the Yakima Valley Community College “Family Resource Center/Centro Familiar” projects in Grandview and Yakima, Washington; Presented at the HUD Technical Workshop, San Jose, California in January, 2002; Successfully carried out all elements of the project plan, leveraged additional funding, formed and supported community advisory committees; exceeded all HUD/HSIAC reporting deadlines.
- **Consultant, Self-Employed, Boston, MA:** Specialized in business problem-solving utilizing computer-based management information systems for reporting to executive levels. Emphasis: Manufacturing firms.
- **Control Data Corporation, Boston, MA:** Marketed a broad range of computer services to Fortune 500 firms. Graduate of the Sales School of International Business Machines, IBM.
- **Boston Gear Company, Quincy, MA:** Annual development of Marketing Plan and budget; managed annual advertising budget of \$800K; produced Sales and Product literature; statistical analyses; marketing services to national sales force.

## MEMBERSHIP & VOLUNTEERISM

- Currently serving as a Board member of the R.S.V.P. of Yakima County
- Former Wellness House Board Member and volunteer
- American Cancer Society volunteer
- Allied Arts Festival in the Park Coordinator
- Yakima County KIDSCREEN Volunteer
- Elementary and High School volunteer

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# Kevin Palmateer, M.Ed.

## EDUCATION

- Master in Business and Marketing Education, Central Washington University.
- Bachelor of Science in Business Education, Central Washington University.
- Associate in Business- Transfer Degree, Lower Columbia College.

## PROGRAM RELATED EXPERIENCE

- **Faculty in Business Administration and Information Technology programs at Yakima Valley Community College:** Teach courses in Business Statistics, Career Management, Introduction to Information Technology, Operating Systems, Managing and Maintaining PC, HTML, Network Fundamentals, End-User Computer Support, Software Installation and Troubleshooting, Windows, MS Office, Electronic Business Math, and Office Procedures. Deliver courses in face-to-face, ITV, hybrid, and fully online modes. Past IT Club Advisor. Past Business Department Chair. Advisor of students in the program areas.
- **Business Education High School Teacher at Cascade and R.A. Long High Schools:** Taught courses in accounting, business math, applied math, personal finance, computer applications keyboarding, multimedia. Future Business Leaders of America Advisor. Graduate Teaching Assistant at Central Washington University, taught courses in keyboarding and computer applications, assisted professors with research projects, Co-advisor for local Phi Beta Lambda chapter.
- **Graduate Teaching Assistant at Central Washington University:** Taught courses in keyboarding and computer applications. Assisted professors with research projects. Co-advisor for local Phi Beta Lambda chapter.

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# Ritva Kinzel, MBA

## EDUCATION

- Master of Business Administration, Washington State University, Pullman.
- BS Business Administration from the California State University, Sacramento, graduated with an emphasis in Marketing.
- HTML Developer Certificate, W3Schools.

## PROGRAM RELATED EXPERIENCE

- **Full-Time Faculty, Yakima Valley Community College:** Full-time instructional responsibilities in business administration coursework, instruct face-to-face, blended, and fully online; and academic advising of students in business administration.
- **Lecturer, Central Washington University, Computer Sciences Department:** Instruct computer classes in both lecture and lab formats.
- **Financial Administrator, Allied Arts of Yakima:** Maintain financial records, monthly reports
- **Marketing Manager, The Baby Jogger Company:** Managed daily marketing operations, including advertising, installation manuals, budgeting, database design. Participated in trade shows (national and international).
- **Small Business Owner:** Owned and operated a language translation business. Edited and translated documents (mainly Information Technology) from English to Finnish, and from Finnish to English.

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# John Evanson, MBA

## EDUCATIONAL EXPERIENCE

- Master of Business Administration, University of North Dakota.
- Bachelor of Business Administration, University of North Dakota.

## PROFESSIONAL EXPERIENCE

- **Full-Time Instructor Yakima Valley Community College:** Full-time instructional responsibilities in business administration coursework.
- **WellPro Inc. and Petroleum Experience, Inc. Williston, ND:** Managed all accounting functions, including accounts payable, accounts receivable, inventory management, and payroll. Performed Human Resource function to over 100 employees.
- **Assistant Professor Williston State College, Williston, ND:** Responsible for teaching: Fundamentals of Accounting, Elements of Accounting I & II, Managerial Accounting, Legal Environment of Business, Computer Applications in Business, Computerized Accounting, Principles of Management, Principles of Marketing, Management Information Systems, Human Relations in Organizations, and Case Studies in Entrepreneurship. Taught courses in the traditional classroom environment and via distance learning.
- **Lecturer, Dickinson State University, Dickinson, ND:** Taught junior level courses for Dickinson State University Business Department. Classes taught included Intermediate Accounting I & II and Human Resource Management.
- **Finance Officer, Tri-County Regional Development Council, Williston, ND:** Certified NxLevel Instructor for the NxLevel Entrepreneurship Program. Prepared business plans and loan applications for small business clients. Worked with micro-businesses to develop plans for marketing, finance, and distribution. Maintained distribution statement for Community Development Block Grant projects. Provided financial administration for various foundation grant projects. Responsible for financial management of various agency funds. Development of Indirect Cost Proposal per GAO standards. Performed credit review and analysis for two Federal loan funds, and managed \$500,000 revolving loan fund.
- **Owner, J.D. Evanson & Associates, Grand Forks and Williston, ND:** Wrote strategic business plan for start-up and expanding companies, performed business valuations, and wrote R&D Technical Assistance and Technology Transfer grant applications. Conducted primary and secondary market research in various industries, designed brochure layouts and wrote copy. Performed analytical procedures on company financial statements and developed sophisticated financial models to project financial operations.

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# Patti Koluda, MBA

## EDUCATION

- Master in Business Administration from City University.
- Bachelor of Arts in Office Administration from Washington State University.
- Bachelor of Arts in Business Education from Washington State University, Teaching Credentials Secondary Education.

## PROGRAM RELATED EXPERIENCE

- **Full-time Faculty/Instructor, Yakima Valley Community College:** Tenured. Varied Positions within Business Department over past 30 years.
- Program Coordinator for Business Skills (1983-1986)
- Secretarial Science (1983-1990)
- Instructor Office Occupations and Business Administration (1990-1995)
- Instructor Business Administration (1995-2000)
- Workforce Education Facilitator (2000-2006)
- Instructor Business Technology (2006-current)

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# Janet Foster Goodwill, J.D.

## EDUCATION

- Doctor of Jurisprudence, University of Oregon School of Law.
- Bachelor of Arts in Political Science, Washington State University.

## PROGRAM RELATED EXPERIENCE

- **Criminal Justice Full-Time Instructor/Department Chair, Yakima Valley Community College:** Teach full-load of Criminal Justice Courses and Business Law for Business Administration Department.
- **Adjunct Instructor in Business,** City University.
- **Small Business Owner, Foster's Fudge Factory,** Yakima, WA
- **Deputy Prosecuting Attorney, Criminal Prosecution duties in District, Juvenile and Superior Courts;** Civil Representation for 6.5 years for County Commissioners and 29 other elected officials and offices of the county which included: contract creation and evaluation; all employment issues with the exception of bargaining; representation in alternative dispute resolutions (ALJ hearings and arbitrations); represented the county in all state Human Rights and EEOC complaints; plus provided legal representation and advice to federal grant programs, the courts, and law enforcement. Yakima County.
- **Presenter at two Washington Association of Prosecuting Attorney's CLEs:** Sexual Harassment; Washington's Open Public Meetings Law.
- **County Trainer for Law Enforcement:** Sexual Harassment; Domestic Violence; Criminal Evidence; Criminal Law.
- **Member of Washington State Bar Association since 1982:** Admitted to the federal bar for the Eastern District of the State of Washington in 1983; Admitted to the Ninth Circuit Court of Appeals in 1990.

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# Jay F. Grandy, MBA

## EDUCATION

- Master in Business Administration from Siena College, Loudonville, NY.
- Bachelor of Science in Physics from Auburn University.

## PROGRAM RELATED EXPERIENCE

- **Adjunct Instructor Yakima Valley Community College:** Teaching experience in Information Technology and Business related courses. Courses include Excel, Introduction to Computers, Power Point, Windows, Written Business Communications, Marketing, Advertising, Introduction to Business, Report Writing and Management.
- **Industrial Marketing and General Management:** Experience with two Fortune Five Hundred Companies. Direct domestic and international operating experience in all Marketing functions including Sales, Product Planning and Marketing Research, Product Line Management, Advertising and Service.
- **Executive Management:** Experience with three smaller companies in fruit related businesses. President and CEO of a large tree fruit cooperative with responsibility for overall operations including receiving, storing, packaging, distribution and sales of fresh and processed tree fruits. Production facility management for fruit juice and concentrates. General Manager and only employee for a non-profit bargaining association representing WA and OR Bartlett pear growers. Served on numerous industry related boards including the National Food Processors Association.
- **Registered Tax Return Preparer:** 15 years of classes and part-time return preparation experience with primary focus on business and non-profit organization returns.
- **United States Army:** Two years as Lieutenant, Signal Corps; Communications Officer with service in Viet Nam.

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# Richard M. Longmire, MBA

## EDUCATION

- Masters of Business Administration from Eastern Washington University. Emphasis in Healthcare Administration.
- B.A. in General Studies from Eastern Washington University, Minors in Physics, Math, and Business.
- AAS in Math from Yakima Valley Community College.

## PROGRAM RELATED EXPERIENCE

- **Adjunct Instructor Yakima Valley Community College:** Teach online course in Principles of Management.
- **Adjunct Professor, Whitworth University:** Taught courses in IT Management for MBA and Global MBA students.
- **Adjunct Professor, Webster University:** Taught courses in IT Project Management
- **Enterprise IT Manager, PAML:** Managed IT infrastructure and client IT needs for entire PAML enterprise in Washington, Oregon, Idaho, California, Montana, Utah, Colorado, Kentucky, and Kansas. Worked with C-level directors to ensure IT project priorities align with organizational strategic goals. Mentored Business Analysts and IT Project Managers regarding complex IT Interfaces. Developed and delivered presentations for Hospital Administrators, Pathologists, Lab Directors, and staff regarding Electronic Data Interface (EDI) projects. Consulted with the Utah Health Information Network (UHIN) staff regarding the development of EDI and Healthcare Data Repository for Utah to promote better health outcomes and efficiency of financial transactions for payments from insurance companies and government agencies. Managed and Supervised staff in Chemistry Laboratory.



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# Michael Grim, J.D.

## EDUCATION

- J.D., University of Oregon School of Law.
- B.A., History and Spanish from Central Washington University.
- A.A., Arts and Sciences from Yakima Valley Community College.

## PROGRAM RELATED EXPERIENCE

- **Adjunct Instructor Yakima Valley Community College:** Instruct Business Law and Spanish.
- **Experience Law Office of Michael Grim** – Yakima, WA. Solo immigration law practice focusing on deportation defense, appeals to federal court, U visas, waivers, consular processing, naturalization, self-petitions, adjustment of status, asylum and criminal-immigration matters.
- **Law Office of Fernando Quiñones** – San Francisco, CA. Associate attorney. Managed own caseload for aliens in removal proceedings and at asylum, adjustment of status and naturalization interviews; prepared U-visa and other VAWA applications; drafted briefs and motions to the Board of Immigration Appeals; prepared petitions for review, motions for stay of removal and briefs and appeared for oral arguments at the Ninth Circuit Court of Appeals.

## MEMBERSHIP & VOLUNTEERISM

- United States Peace Corps 2000-2002
- Water and Sanitation Technician; HIV/AIDS awareness instructor.

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# Tony L. Swartz, J.D.

## EDUCATION

- Juris Doctorate from Willamette University College of Law.
- Certificate in Dispute Resolution from Willamette University College of Law.
- Bachelor of Arts in Law and Justice from Central Washington University.

## LICENSE

- Washington State Bar Association

## PROGRAM RELATED EXPERIENCE

- **Adjunct Instructor Yakima Valley Community College:** Instruct Business Law classes.
- **Deputy Prosecutor / Deputy Coroner:** Kittitas County Prosecutor's Office. Prosecuted misdemeanors and probation violations in District Court for the State of Washington. Conducted on-call coroner investigations for Kittitas County deaths on a rotating basis.
- **Small Claims Mediator / Marion County Circuit Court:** Independently mediated 58 small claims cases (under \$7,500 in contest) and co-mediated forced entry and detainer cases (housing court).

## MEMBERSHIP & VOLUNTEERISM

- **Board Member:** Dispute Resolution Center of Yakima and Kittitas Counties.
- **Board Member:** Kittitas County Community Network and Coalition.

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# Joyce L Keller, CPA

## EDUCATION

- Bachelor of Science in Accounting from Central Washington University.
- Associate of Science in Family Studies from Brigham Young University.
- Associate of Arts and Sciences in Accounting from Yakima Valley Community College.

## PROGRAM RELATED EXPERIENCE

- **Adjunct Instructor Yakima Valley Community College:** Instruct Accounting Classes.
- **Owner of Joyce L Keller CPA, a Public Accounting Firm:** Currently operates with over 300 clients in tax and accounting services.
- **Office manager for Thompson Audiology:** Accounting and Managerial services for 6 professionals and 5 staff.

## MEMBERSHIP & VOLUNTEERISM

- American Institute of Certified Public Accountants, Washington Association of Certified Public Accountants.

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# Elizabeth Alba, MBA

## EDUCATION

- Master of Business Administration from Walden University in Minneapolis, Minnesota with an emphasis in Finance.
- Bachelor of Science in Business Administration from Central Washington University in Ellensburg, Washington.
- Bachelor of Science in Accounting from Central Washington University in Ellensburg, Washington.

## PROGRAM RELATED EXPERIENCE

- **Adjunct Instructor Yakima Valley Community College:** Teach Accounting in Grandview and online.
- **Deputy Finance Director/City Clerk:** Currently provide close backup support to the Finance Director/City Clerk and is the number two position in providing most financial functions to the City of Toppenish, Washington, including revenue accounting, expenditure ledgers, cash reporting, investments, budgeting, and annual reports. Assists the City Clerk in carrying out department administration and supervisory responsibilities. Majority of work deals with Finance and Clerk functions. Reports to the Finance Director/City Clerk.
- **Vice-President/Treasurer:** Currently the Treasurer of the Washington Municipal Treasurer's Association maintaining and controlling all checking accounts with one bank. The Treasurer is responsible for ensuring that all bank accounts are reconciled on a monthly basis and that copies of the monthly reconciliations are on file for the purposes of the annual audit. The Treasurer and/or Contractor receive and deposit monies for general operating and investment purposes. The Treasurer disburses all general funds. The Treasurer is responsible for submission of the financial report to the Board of Directors at each Board meeting and at the Annual Conference to all attendees.
- **Deputy City Clerk/Treasurer:** Ten years experience at the City of Grandview, Washington beginning as the Utility Billing Clerk for five years where the position responsibility consisted of billing out water, sewer, garbage and irrigation accounts on a monthly basis in addition to industrial billing applications. Account maintenance including accounting aging, disconnection for non-payment, collections, and utility liens. As the Deputy City Clerk/Treasurer provided assistance with budgeting, investing, annual reports and clerk functions. Primary person responsible for payroll and reporting.
- **Accounts Payable/Payroll Clerk:** Two years experience at the City of Prosser, Washington beginning as the Administrative Secretary/Receptionist for a year and half where the position responsibility was the primary phone attendant, cashier, business registration/dog license clerk, and filing clerk. As the Accounts Payable/Payroll Clerk primary responsible for payroll and reporting in addition to processing all claims and vouchers for payment.

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# Greg S. Pulliam, CPA

## EDUCATION

- Washington State Board for Community and Technical Colleges instructor certification.
- Certified Public Accountant certificate.
- Bachelor of Science in Accounting, Central Washington University.
- Bachelor of Arts in Business Administration, Central Washington State College.

## PROGRAM RELATED EXPERIENCE

- **Adjunct Instructor, Yakima Valley Community College:** Over last 13 years, subjects taught include Accounting Principles, Payroll Accounting, Federal Income Tax, Computerized Accounting, and Personal Finance.
- **Adjunct Professor, City University:** Last 15 years, subjects taught in Yakima and locations in Germany include Accounting principles, Intermediate Accounting, Federal Income Tax, and Finance.
- **Acting Assistant Professor, Central Washington University:** Subjects taught include Financial Accounting, Managerial Accounting Analysis, Advanced Accounting, and CPA Exam Review.
- **President, Greg S Pulliam, CPA, PC:** Certified Public Accounting firm providing financial accounting, income tax preparation and planning, and business consulting services to businesses and individuals throughout the United States.
- **Treasurer/Controller, The Dolsen Companies:** Managed the accounting and data processing departments of the consolidated group of corporations'.
- **Senior CPA, Day Ludwig & Criddle CPA's:** Performed accounting, auditing, and tax services for firm clients and trained junior staff accountants.
- **Junior Accountant, O'Shaughnessy & Company:** Performed accounting and tax services for firm clients.

## MEMBERSHIP & VOLUNTEERISM

- Washington Society of Certified Public Accountants

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# Christi Kitt, MBA

## EDUCATION

- Master of Business Administration with a Marketing emphasis, City University.
- Bachelor of Arts in Business Administration with emphasis in Human Resource Management & Business Management, Washington State University.

## PROGRAM RELATED EXPERIENCE

- **Adjunct Instructor Yakima Valley Community College:** Taught a variety of classes in the Business Administration Department over the last seven years. Have experience in teaching classes that are seat based, hybrid, online and interactive television. Volunteered as a Co-Advisor for the Business Club for two years. Courses taught include: Marketing, Business Math, Career Management, Human Resource Management, Consumer Financial Planning, Wine Marketing and Principles of Management.
- **Business Owner:** Partner in four local mini storage facilities. Own and manage 10 rental units.
- **Property Developer:** Develop bare land into housing subdivisions, specializing in duplex subdivisions. Work with City of Yakima codes and zoning ordinances to change use of land. Managed the financing, insurance, duplex sales, duplex renting, and subcontracting duties.
- **Marketing Director/Consultant:** Meadowbrook Family Fun Center. Plan internet and advertising promotions during spring/summer season. Analyze pricing, and make new contacts for group sales.

## MEMBERSHIP & VOLUNTEERISM

- PTSA Treasurer for Cottonwood Elementary for three of last five years.
- Fundraising Chair at Cottonwood Elementary for last three years. Helped create incentives for students and put on the jog-a-thon that raised over \$17,000 each year for Cottonwood PTSA.

January 3, 2014

Mr. Tomas Ybarra  
Vice President of Instruction and Student Services  
Yakima Valley College  
PO Box 22520  
Yakima, WA 98907-2520

RECEIVED  
JAN 10 2014  
VICE PRESIDENT  
INSTRUCTION / STUDENT SERVICES

Dear Mr. Ybarra,

Thank you for giving me the opportunity to evaluate your BAS in Applied Business Management program proposal. As the coordinator of a BAS in Management program at Southern Oregon University, I am very familiar with this type of degree program. I wrote the proposal for the first BAS program in the state of Oregon and continue to manage that program. It has had great success in its four years of operation.

I'm not sure how much detail you want in my review. I do have some questions and comments after reading the proposal that I will list here:

1. The program proposal is impressively detailed and comprehensive. The need for the program is well justified, and the learning outcomes align well with current research on industry needs. With over 400,000 students passing through Washington community colleges each year, the number of students eligible for the BAS program is great. The features and structure of the program seem to line up with the target market's needs.
2. I like the flexibility of the program. Offering it as open enrollment and in the hybrid format opens the doors for all types of students to benefit.
3. Bachelor of Applied Science in Applied Business Management seems redundant. I wonder why "applied" is used twice.
4. Under Item 2 in the Proposal, the program evaluation criteria and process is addressed. I question what is deemed "acceptable" or "successful." These terms are subjective, and I wonder if a definition is given as part of the assessment process.
5. I think the BASM Bootcamp is an excellent idea. In fact, the inclusion of this orientation is imperative to retention. My past research shows a strong correlation between an orientation such as this and student success and retention.
6. The course description for BASM 380 (page 10) should also include business-to-consumer marketing. The description includes "niche" marketing, and I wonder if that is what the writer intended.
7. I am concerned about the lack of computer skills included in the program. One of the program learning outcomes is to "integrate new and developing information technologies." BASM 415 is about Information Systems Management, but where does a student gain proficiency with Microsoft Office software? Are they expected to already have a proficiency in these programs upon admission? Is it covered in BASM 330?

When I wrote the proposal for my BAS program at Southern Oregon University, my committee and I decided not to include a Business Computer Applications course because we figured students would probably already have those skills from high school or the community college. However, we discovered we were wrong and have since added that course to our curriculum. We had many students struggling in

Accounting because they didn't know Excel, and/or they struggled in Business Communication because they didn't understand PowerPoint or all the features of Word. We had students who had never even written a resume and cover letter before moving on to the internship.

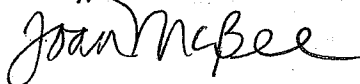
Last year, I conducted a survey of my internship employers. After aggregating final evaluations from internships for 18 months, it was reaffirmed that the biggest weakness of our students was computer skills. In a follow-up survey, 97% of employers rated proficiency in Excel as being Important or Very Important, and 100% rated Microsoft Word as being Important or Very Important. You may have training in those areas, but I'm just not seeing it in the proposal.

7. You have set the enrollment projection to 40 students. Will you turn students away if the demand is higher? Do you have capacity for more?
8. On page 20, you provide the start-up costs for FY2013 and FY2014. Why don't the FY2014 numbers line up with the program expenses on the next page for the year 2014-15?
9. You are assuming 90% retention. Is that reasonable? In looking at a variety of websites, your one-quarter retention rate is 81% and your graduation rate is 23%. I'm not sure if those numbers are accurate, and you are the best judge of retention; however, I wonder how you will achieve 90%. The Bootcamp course will help, but will that be enough?
10. On page 24, I see the projections for revenue. In the year 2014-15, there is \$218,683 projected in revenue. According to the tuition posted on your website, I come up with different revenue projections:

No of students	Credits	Tuition	Total Tuition	Annual Tuition
20	15	\$ 1,430.36	\$ 28,607.20	\$ 114,428.80
5	10	\$ 1,188.40	\$ 5,942.00	\$ 23,768.00
15	5	\$ 594.20	\$ 8,913.00	\$ 35,652.00
				<u>\$ 173,848.80</u>

Overall, I think the proposal is excellent. It is very thorough and the need for it is well supported. I wish you much success with your BAS program. Please let me know if you have any questions or would like further comment.

Sincerely,



Dr. Joan McBee  
194 Castaline Dr.  
Shady Cove, OR 97539  
541-890-4164

c: Ed Esparza, State Board for Community and Technical Colleges



# Heritage University

## External Review of The Yakima Valley Community College Bachelor of Applied Science in Applied Management Degree Proposal

It gives me great pleasure to review and recommend the Bachelor of Applied Science in Applied Management for Yakima Valley Community College.

As presented in the proposal, the Yakima Valley is a community of great potential but lacking in numbers of prepared workers and managers to provide the skills and leadership necessary to keep pace with the growth in the global economy and the sophisticated technology inherent in that growth. The United States Department of Labor places Yakima County fourth from the bottom of all large counties in the United States in weekly per family income. This grim statistic underscores the fact that many residents have not been able to complete educational programs because of their need to earn an income as soon as possible to support themselves and their families.

In that context, it is particularly relevant that YVCC implement a program that will allow place bound students to continue their education at a higher level designed to create greater management expertise in a community where the level of residents participating in higher education is below the state average.

YVCC has identified 11 specific areas of business competencies that will be incorporated in their program. These are the core competencies found in all accredited business programs.

- Communication Skills
- Finance and Analysis
- Economic Perspectives
- Entrepreneurship
- Information Technology
- Leadership and Management
- Legal Issues and Ethics
- Operations Management
- Managing Human Resources
- Marketing
- Strategic Management

YVCC has chosen 16 courses plus a capstone course and an internship to develop these competencies. To be accepted into this program a pathway of course work has been designed to prepare students with AA or AAS to meet the 30 credits of general education requirements as well as specific courses needed to be successful in the degree program.

*"Knowledge Brings Us Together"*

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Yakima (509) 865-8591 • Moses Lake (509) 793-2385 • Omak (888) 826-1064 • Tri-Cities (509) 531-6006

YVCC has chosen 16 courses plus a capstone course and an internship to develop these competencies. To be accepted into this program a pathway of course work has been designed to prepare students with AA or AAS to meet the 30 credits of general education requirements as well as specific courses needed to be successful in the degree program.

An examination of the eight criteria prepared by YVCC as required by the State Board shows a degree of thoughtfulness, thoroughness and professional expertise that clearly demonstrates how the proposed Bachelor of Applied Science in Applied Management degree will meet the needs of the Yakima Valley.

### **Criteria 1. Curriculum demonstrates baccalaureate level rigor.**

The Program Learning Outcomes for this degree are well thought out and comprehensive. They clearly demonstrate the required skills necessary for managers to have in evaluating business opportunities and execute strategies for successful results.

An addition to these outcomes might be to demonstrate an ability to obtain positive operational results in diverse and multicultural environments given the demographic changes in the Yakima Valley and the importance of the global marketplace.

An additional skill that might be considered is competency with the Microsoft Office Suite, the standard in business software, that will allow graduates the ability to prepare documents and communications relating to their business ventures in an efficient way.

A review of the course outlines shows that design and outcomes for each is comprehensive. They seem to be appropriate for the Yakima Valley community. An emphasis could be placed on experiential learning. Non-traditional students in the valley learn best when placed in situations where they do hands on applications of the concepts addressed in the classroom.

BASM 101 is a great concept.

This class will help provide not only basic skills required in a four year baccalaureate program, but will go a long way in developing the necessary confidence for student success.

**BA 256 Business Statistics**

This is a course required in all business programs and is accepted by all state business programs through articulation agreements.

**BASM 300 Management Theory**

A fundamental course that provides the basic framework for understanding how businesses function and their role in society.

A good place to introduce the complexities and sensitivities of managing in a community of changing demographics

#### BASM 305 Managerial Economics

This is a concentrated course that will provide students with fundamental understandings of core economic concepts. Managers need to understand how and why markets react as they do and this course will provide tools to help interpret economic events. This course can show the interconnectedness of world economies.

#### BASM 310 Accounting for Decision Makers

In lieu of a full year of accounting required in most business programs this course will provide an overview of the accounting cycle and how to use the information gained to keep track of the progress of the business. Based on the course outline students should have the ability to understand how the financial statements are put together and develop tools to track day to day transactions. Fraud is a concern for all business ventures and an understanding of how financial statements are constructed is critical for managers.

#### BASM 315 Professional Ethics

Given the confusion that seems to creep into decision making it is very relevant to have a course that specifically addresses complex issues and have a process that will provide a pathway to logical decisions that fall both within the framework of the law and ethical standards. This is a very relevant course given that our community has many recent immigrants who are struggling to find their way in a new and often confusing environment.

#### BASM 320 Organizational Behaviors and Leadership

Another staple course of many business programs that explores the many techniques which organizations can use to maximize human resources to reach organizational goals. The leadership component is very necessary to help workers transform to undertake management and leadership roles in the community and their workplace.

#### BASM 325 Legal Issues

Again a mainstay course that provides students with fundamentals of the legal system as it applies to businesses in all of its facets.

#### BASM 330 Managerial Communications

It is absolutely crucial that managers have developed the ability to tailor their messages to the appropriate audience and deliver them clearly and effectively. Focus on this skill will enhance the credibility of the presenters and the positioning they are promoting.

This is a very important course for this program.

### BASM 340 Applied Financial Management

After learning the fundamentals of accounting (BASM 310) it is imperative that managers learn how to use resources to create wealth. Analytical tools such as time value of money, various financial ratios, and developing capital budgets will provide students with a kit that can be used on a daily basis.

### BASM 360 Entrepreneurship and Small Business Strategy

This is a key component of the program that combines a wide range of skills that will determine success or failure of a business venture. Students will be evaluated in part on how well they can construct a model business plan. The lack of this skill is the reason a large percentage of entrepreneurs fail.

### BASM 380 Marketing for Managers

The key to any successful business venture is to carefully identify a market for their goods and services and do their best to develop a sustainable competitive advantage. This course focuses on understanding what marketing is as a discipline and how to utilize it.

### BASM 410 Project Management

Project management is a skill that any beginning manager needs to master, particularly with nature of the small to medium size organizations in the Yakima Valley. This course will provide the tools to maximize use of time and resources. As specified in the course outline the student will be provided with a wealth of material that will of significant practical use.

### BASM 415 Information System Management

An understanding of the functionality of IT systems is important for managers as they assume responsibility for a business operation.

It is equally, if not more important for them at an early stage in their career to be able to do planning and communication activities and a program such as Microsoft's Office Suite or similar programs offered by Goggle and others be incorporated in the curriculum. Managers consistently are asked to present information and to work across disciplines, sharing information and their ability to do so using technology is required in today's workplace.

### BASM 420 Human Resources

A modern view of Human Resource Management is incorporated as a vital management tool in creating and implementing a company culture. It is significant in developing a work force that is committed to doing their best to achieve company goals and maintain its viability. As presented in the course outline managers will be prepared for the nuts and bolts of Human Resource Management and how to use this discipline as a strategic management tool. The value of

diversity is taught in this course but should be incorporated in most others as a part of how managers can best take advantage of various points of view, strengthening outcomes.

#### **BSAM 435 Operations Management**

This skills course will provide techniques to continually improve the quality and output of an organization's products and or services. In a highly competitive local, national and global marketplace the information developed will provide the strengths needed to succeed. Most successful organizations employ some version of TQM and supply chain management, which has been developed into a significant competitive advantage.

#### **BASM 450 Special Topics**

This is a unique course designed to tie together the skills learned in previous course work and use it in a thoughtful way. It is a capstone course that will require critical thinking skills, putting into perspective the various scenarios presented and to be able to communicate clearly and concisely. This will be a good measure of skills learned and a test of student's ability to use them productively. It should also help consolidate the importance of life long learning to keep a competitive edge.

#### **BASM 470 Management Internship**

An internship will allow students to put the skills and perspectives learned into practical use while being supervised as both contributors and learners. It is a valuable experience that will allow students to gain confidence by contributing to an organizations well being. Their outcomes will be evaluated and they will have the benefit of learning what works for them and what they may have to modify.

The open enrollment hybrid model is very appropriate for the targeted student population.

The sequence in which these courses are scheduled is logical but allows for flexibility for those that are part-time students to attend classes, as they are able because of their other responsibilities. This is a very important component of the program as it removes a significant barrier to prospective students in the Yakima Valley.

Offering classes in the evening, once per week, also contributes to the accessibility of the program and is to be commended.

#### **Criteria 2 Qualified Faculty**

As stated in the proposal, all faculty assigned to teach classes in the Baccalaureate Program meet Washington State standards. The majority of faculty also has substantial professional experience as entrepreneurs and managers. Students will have exposure to relevant, current practices. There will be one full time faculty, two administrators and one part time faculty in year one, increase to 2 full time faculty in year 2 and in years 3-5 additional part-time faculty. There could be a notation of time and or funds to provide for training to keep faculty up to date.

**Criteria 3 Selective admissions process, if used for the program, consistent with an open door institution.**

This proposal has crafted a realistic yet challenging set of criteria for entrance into the program. Students must demonstrate a desire and maturity to be able to successfully graduate with a Baccalaureate Degree. A requirement of more than a minimum cumulative grade point of 2.5 and no courses accepted for the program below 2.0 helps send that message. The basic courses required for admittance also prepare the entering students with fundamental English and numeracy skills needed to succeed. The science and liberal arts general education courses required would help students gain a broader perspective needed to undertake responsibilities expected of professionals with a higher education degree.

**Criteria 4 Appropriate student services plan**

YVCC has much experience dealing with a variety of student issues and the means to provide adequate services to help them maximize their learning needs. The variety of programs offered is comprehensive. Any need from financial aid to a variety of tutoring services is in place and well tested over time for effectiveness. The TRIO program in particular provides support to first generation college learners with academic need. The Math center and the Writing Center both are important to fill the gaps that many learners in the Yakima Valley have as they enter programs of higher education.

**Criteria 5 Commitment to build and sustain a high quality program**

Yakima Valley Community College has many years and much experience in developing and executing a variety of educational programs in the Yakima Valley. It has a long-standing relationship with the local Business community through a wide variety of programs. With this extensive background there is no need to question the reasonableness of the financial projections presented in the proposal. The growth assumptions and the staffing assumption seem to be conservative and in line with providing a quality experience for the participants. Use of qualified adjunct professors is planned for as the program gathers momentum and is a recognized way to provide expertise to students where a full time position is not warranted. New materials required to support this program have been budgeted for, as have travel funds to help connect with business community resources. There might be an addition to allow for training of professors to keep up with industry standards.

As stated YVCC will be able to fund the startup year and the program will return positive revenue from then on. The intent is to use that revenue to invest in other BAS degree programs.

The facility in Yakima where the classes will be held is fairly new—built in 2003—and has modern, up to date tools as a result of upgrading the facilities in 2011 to aid in the delivery of educational content to students. There is a tried and true process in place to deliver programs and content to students on the Grandview campus. This is a plus for Yakima Valley Community College as it allows the Baccalaureate program to reach the widest possible number of place

bound students. Face to face contact is included in the plans for the Grandview campus that will help develop a connectedness necessary for student engagement and development.

There is no reason to doubt that this program is sustainable given the demonstrated need, the thoroughness with which the content has been developed, the experience and ties to the community of the college and the reasonableness of the financial proposals.

#### **Criteria 6 Program specific accreditation**

YVCC is not seeking specialized accreditation.

#### **Criteria 7 Pathway options beyond baccalaureate degree**

Two Universities have accepted the program as qualifying graduates for entry into their MBA programs. As stated, reviews regarding articulation agreements are under way with a number of other universities in Washington State.

#### **Criteria 8 External expert evaluation of program**

As chair of the Business Program at Heritage University for the past 13 years I am very familiar with the needs of the community YVCC serves. I also have considerable corporate experience. After obtaining a Master in International Management from Thunderbird Global (Formerly Thunderbird Graduate School of International Management), I began an international business career as a market manager with Coca-Cola Interamerica, headquartered in Mexico. Subsequently I was General Manager for American Home Products (Boyle Midway), and Hunt Wesson Foods in Puerto Rico. I then became Marketing Manager for International Development Markets with Duracell. My responsibility was to open and develop international markets. I then assumed the role of Vice President of Operations, Asia Pacific. After retirement I was contracted by Hunt Wesson Foods to resurrect a joint venture in the Philippines. The joint venture partner contracted with me to manage their food producing operations, then the largest in the Philippines. Upon finishing the contract and putting the business on sound financial footing I retired to Sunnyside, Washington.

It was there I connected with Heritage College. After working as an adjunct professor of Business for two years, I was made the Chair of the Business program. I then restructured it, which resulted in significant growth, making it the largest program in the School of Arts and Sciences. The program has achieved national prominence as a top 10 competitor for the past 10 years in SIFE/Enactus.

I was inducted into the SIFE/Enactus Hall of Fame in 2011.

**Summary of suggestions:**

Emphasize multicultural aspects of the Yakima Valley community and how best to adapt to its diversity.

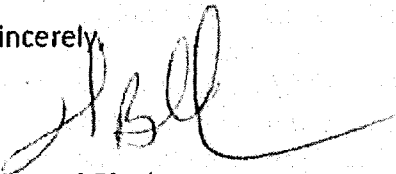
Use a variety of learning techniques that will address learners in the Yakima Valley

Teach the integrative function of Microsoft's office Suite, or a similar program such as that offered by Google to enhance the capacity of the students to use its tools for communication, financial analysis, presentations and data collection. While other programs are available, MS Office is still the industry standard and the fundamentals learned there can be transferred.

Provide an area where the rapid growth of Hispanic businesses in the community can be specifically addressed. These businesses often have creative ideas but fail because they lack the skills that this degree is offering.

Include an additional provision and funds for professional development training, especially in the out years.

Sincerely,



Leonard Black  
Department Chair, Accounting and Business Administration  
Distinguished Associate Professor of Enactus  
Executive Director of Strategic Business Alliances



## **Biographic Summary of External Expert Evaluators**

**Joan McBee** is a Professor and Interim Dean for the School of Business at Southern Oregon University. In addition she coordinates the Bachelor of Applied Science in Management program and the Certificate in Interactive Marketing and e-Commerce. Joan also teaches marketing and business policy courses for the School of Business.

Joan joined Southern Oregon University in 1997 to implement a program for working adults to return to college and finish their degree. The Business Degree Completion Program continues to be a growing program offering students opportunities to take classes at night and on weekends in Medford or over the Internet. Joan also developed and launched the Bachelor of Applied Science (BAS) in Management.

Before coming to SOU, Joan taught for four years at Southwestern Oregon Community College in Coos Bay. Prior to teaching, Joan sold mutual funds and real estate investments, financed non-conventional and commercial loans, and worked as a title officer for an escrow company.

**Leonard Black** is the Chair of the Business and Accounting Department at Heritage University. He designed and implemented the current Bachelor of Arts Degree at Heritage University, increasing enrollment from 20 students to more than 100.

He mentors the SIFE Program-Students in Free Enterprise (now referred to as Enactus). Enactus is an international non-profit organization that brings together student, academic and business leaders who are committed to using the power of entrepreneurial action to improve the quality of life and standard of living for people in need. With Leonard's mentoring, his groups have placed in the top 10 consistently for the past 9 years.

Leonard also has considerable corporate experience. After obtaining a Master in International Management from Thunderbird Global (formerly Thunderbird Graduate School of International Management), he began an international business career as a Market Manager with Coca-Cola Interamerica, headquartered in Mexico. Subsequently he was General Manager for American Home Products (Boyle Midway), and Hunt Wesson Foods in Puerto Rico. He then became Marketing Manager for International Develop Markets with Duracell. His responsibility was to open and develop international markets. He then assumed the role of Vice President of Operations, Asia Pacific.

After retirement he was contracted by Hunt Wesson Foods to resurrect a joint venture in the Philippines. The joint venture partner contracted him to manage their food producing operations, then the largest in the Philippines. Upon finishing his contract and putting the business on sound financial footing he retired to Sunnyside, Washington where he was offered the Chair Position of the Business Program.