
Docket Item:

Community College Approval: Columbia Gorge Community College, Associate of Applied Science Degree in Entrepreneurship/Small Business Management, within 52.0703, Small Business Administration/Management.

Summary:

Columbia Gorge Community College proposes a new Associate of Applied Science Degree in Entrepreneurship/Small Business Management. Higher Education Coordinating Commission (HECC) staff completed a review of the proposed program. After analysis, HECC staff recommends approval of the degree as proposed.

Staff Recommendation:

The HECC recommends the adoption of the following resolution:
RESOLVED, that the Higher Education Coordinating Commission approve the following degree: AAS in Entrepreneurship/Small Business Management.



Columbia Gorge Community College seeks the Oregon Higher Education Coordinating Commission's approval to offer an instructional program leading to an Associate of Applied Science Degree in Entrepreneurship/Small Business Management.

Program Summary

The emphasis of this program is on entrepreneurial principles of starting a business and the management concepts for operating a business, which will prepare the student for entrepreneurship opportunities and business management. The program will prepare students to start and run their own business; invigorate a family or other small business; or bring value to employment in any management position. Skills include implementing a business idea, creating a business plan, addressing financial issues including basic accounting, payroll, taxes and debt, developing marketing strategies, and managing employees. The student will develop a portfolio of work including a business plan, ethics program, marketing plan, management program, and examples of sound accounting principles in action. Students will also have the opportunity for real-world business experiences and networking with the local business community.

In addition to being prepared for starting their own small business venture, the graduate will be attractive to many employers across a wide array of industries. Graduates will be prepared to work in startups and small businesses as well as fulfill management roles in all business settings. Students will also have the opportunity to form connections with those in the program who are equally excited about starting their own business.

Degree Outcomes

Students who complete this degree will be able to:

1. Prepare a comprehensive business plan including prospective balance sheet, income statement, cash flow statement, funding sources and the capital structure of a business
2. Apply an understanding of the management process, inclusive of planning, organizing, leading, and controlling resources within organizations.
3. Differentiate between operational and organizational structures for business.
4. Construct a marketing plan based on objectives developed from a strategic market assessment.
5. Utilize technology skills with business software applications to facilitate efficiency and quality.
6. Analyze and apply the legal, ethical, and economic standards of business.
7. Communicate effectively with customers, suppliers, employees, and other stakeholders, using standard business terminology.

1. ***Describe the need for this program by providing clear evidence.***

Currently the college offers an AAS in Management, which will be replaced by this program.

The State of Oregon Employment Department predicts that the “Columbia Gorge area is the fastest growing rural region in Oregon, with growth rates projected at 11 percent between 2014 and 2024. Leisure and hospitality expects the most replacement openings, swiftly followed by education and health services, and natural resources - each accounts for about 1,200 openings by 2024.” (“The Employment Landscape of Rural Oregon” The State of Oregon Employment Department, May 2017 p. 33) “Hood River has a relatively young population, with a high concentration of its residents in their prime working ages from 25 to 54. This age group has a very high level of labor force participation rate (LFPR). In addition, nearly one-fourth of Hood River County’s population above the age of 16 is Hispanic,” second in the state. (“Oregon’s Falling Labor Force Participation: A Story of Baby Boomers, Youth, and the Great Recession” Oregon Employment Department Workforce and Economic Research Division, July 2014, p. 18). The above reports indicate that there will be increased opportunities for small business run by entrepreneurs catering to the expected increase in tourism and the growth of population in the area. Statistics on growth of privately owned business are difficult to gauge. According to the October, 2017 Kauffman Index of Growth Entrepreneurship State Trends: Of the twenty-five smaller U.S. states by population, Oregon was ranked 10th, five levels higher than in the previous year with its rate of startup growth at 70.8%. Average Entrepreneur Yearly Salary in the United States: Entrepreneurs earn an average yearly salary of \$57,360. Salaries typically start from \$10,400 and go up to \$129,200. Other available jobs have a similar wide range of salaries available for starting positions. The new Entrepreneurship program will refocus CGCC’s current Business Administration training, providing an entrepreneurship approach to employment and business opportunities. This approach is not explored in depth in the current program and is a necessary direction in the developing business environment. Students are prepared to operate in rapidly growing businesses, to participate in family-owned businesses, to establish their own business, or to plan, lead and contribute to new business development initiatives within larger organizations. Students who are not ready to start their own businesses can use their knowledge of business fundamentals in midlevel management, business consulting, sales, research and development, and recruiting positions.

2. ***Does the community college utilize systemic methods for meaningful and ongoing involvement of the appropriate constituencies?***

Columbia Gorge Community College conducts a department review every five years. In 2017, the Business Administration department concluded, based on a review of the courses offered, degrees and certificates offered and other factors, that it was necessary to update its offerings and do a better job connecting with the community. The first connection the department made was with the Small Business Development Center (SBDC) located on the CGCC campus. The SBDC works with small business

owners, providing individualize and customized training to meet the needs of business owners and those ready to open a business in the immediate future. The discussion with the SBDC lead the BA department to begin the development of programming related to Entrepreneurship and Small Business Management. To support this project, the BA department then worked with the SBDC to form a joint advisory board. The new SBDC/BA Advisory Board began meeting in November 2017 to discuss current offerings and potential new programs. The Advisory Board's community partners included local entrepreneurs, banks and other financial institutions, non-profits, and a representative from the Oregon State University outreach office. Their collective input helped develop the proposed Entrepreneurship program, and in March 2018 unanimously approved the final version of the AAS degree. Collaboration with the SBDC has built connections to the business community in the Gorge that will benefit the college and its students. Further collaboration with the SBDC resulted in one of the SBDC counselors developing some of the new courses to be included in the program (Introduction to Entrepreneurship and the first- and second-year capstones). This same counselor is slated to teach the Small Business Management course in the second year of the program. The SBDC and its continued support post-graduation to our students will help ensure success in their future endeavors. It is envisioned that this new course of study will allow our graduates to avoid many of the pitfalls entrepreneurs encounter; however, in the world of small business, continued support is very important as a resource, and the SBDC will be available to fulfill that need.

Additional collaboration exists with the hiring of new adjunct faculty with regional business experience and connections. In anticipation of the degree, the department has added six new adjunct instructors from the community with a wide range of skills and backgrounds in business. They include the following:

1. Marques Lang is a Financial Wellness Coach at Paradigm Consulting & Coaching and is a CERTIFIED FINANCIAL PLANNER™.
2. Christopher Lindsay has multiple years of experience working in the corporate and military environments. He currently works as an Operations Manager in charge of branding company products.
3. Todd Meislahn is a Business Advisor with CGCC's Small Business Development Center and an experienced entrepreneur.
4. Jean Sheppard is an attorney with twenty years of business and supervisory experience in hospital management and retail banking. She is currently a volunteer attorney for the Immigration Counseling Service and the ACLU of Oregon.
5. Mimi Maduro, a retired Career Pathways Statewide Initiative Director from the Oregon Department of Community Colleges where she served as for nine years. She brings over thirty years of public and private management and leadership experience to her new role as part-time faculty member.
6. Rochelle Layton is the finance manager of Providence Health & Services in the Gorge and specializes in nonprofit organizations, specifically in healthcare and human services. She

currently serves as treasurer and board member of The Next Door, Inc., and is a finance committee member of the Columbia Gorge Health Council.

The program has received the approval of the college Board of Education and CGCC leadership. Student Service is prepared with Advising, Financial Aid and registrar support for the students.

3. ***Is the community college program aligned with appropriate education, workforce development, and economic development programs?***

The program is established to prepare students to enter into business occupations or develop their own business. Community constituents like the SBDC and the Next Door have encouraged the development of the program recognizing its potential to support and enhance their own small business assistance programs for individuals seeking new career opportunities. Few community colleges in Oregon offer this degree with entrepreneurship as a focus of the Business Administration course of study. Four community colleges, MHCC, COCC, SOCC and UCC offer some Entrepreneurship programs. The community college programs are similar in their approach and content. Potentially students could move relatively seamlessly to one of these programs with acceptable transfer credits. Upon completion of this degree, students would be able to continue their education in Entrepreneurship at a state or national university, as Entrepreneurship programs are prominent and growing throughout the nation. Oregon State University has an Entrepreneurship Option in their school of Business; the University of Oregon has an entrepreneurship concentration as well as an entrepreneurship specialization in its MBA program. Area high schools have been approached to create a pipeline to the BA department with expanded options for convenient course scheduling. Dual credit options have also been explored for the basic courses appropriate for high school students. CGCC currently has articulation agreements with Oregon Technological Institute for their Entrepreneurship/Small Business Management degree based on the current Management AAS. This articulation will be updated to align with new course offerings in the Entrepreneurship/Small Business Management degree.

4. ***Does the community college program lead to student achievement of academic and technical knowledge, skills, and related proficiencies?***

The AAS will be geared for applicability to a broad group of students, both traditional and non-traditional. The program is open entry with course prerequisites ensuring that students are prepared to succeed in each course. Relatively small class size and individual focus of the instructors will allow students to receive feedback as to their ability to succeed in the overall program. All full time students will have a faculty mentor to provide assistance and guidance. The program has been structured to build from a base of more general courses, on to specific core business and entrepreneurship courses, and finishing with summation courses emphasizing applicability. The program incorporates internships, job shadowing and other participatory activities, providing students with an opportunity to gain hands-on experience while pursuing an individual focus and interest. Each year of the degree has a capstone course to provide synthesis as well as context/applicability to the learning process. Careful attention is being applied to program scheduling to facilitate student access and promote success and completion. While students may enter at any point in the program, ideally scheduling parameters will create a cohort of students who will generally follow the same path together throughout the course of their

degree path. All of the courses planned to be taught in a face-to-face format will meet at 6:00 pm; hybrid or online courses will make up the bulk of the curriculum. All BA classes are currently using Zoom to provide a synchronous classroom for remote learners, which also allows the student to attend class regardless of their location and time commitments around class. Academic rigor is ensured through in-class reviews of face-to-face courses, Quality Matters review of online course LMS shells, and the hiring process. Qualified instructors have been placed in courses that highlight their specific knowledge and experience. Continued professional development each year also ensures currency and relevance. Every five years, the department reviews itself based on college-established criteria: examining how the program fits in the college overall plan, reassessing community needs and stakeholder needs, and evaluating student success. Recommendations from previous reviews are examined and assessed, and goals for the next five years are formulated. The creation of this degree was in the BA Five Year Review conducted in 2017.

5. ***Does the community college identify and have the resources to develop, implement, and sustain the program?***

The college administration has placed their full support behind this degree by budgeting resources to ensure the success of the students. Adequate funds for development of new courses, transitioning face-to-face courses to hybrid and/or online, additional instructors and equipment have all been allocated in the current budget and is planned for in the upcoming budget development. Courses which are in expiring degrees and certificates are being inactivated while all the courses necessary for the degree have been approved by the college's Curriculum Committee and the vice president of Instruction. The degree has been approved by the college president and Board of Education. The standard course fee will fund the courses and there is a commitment to ensure classes will run as scheduled so the students will be able to follow the course of study provided. There is limited effect on college resources as the current BA program is being adapted to the new offerings.

The relationship with SBDC and other community members will provide the necessary resources for students to earn real life experience. The current internship course is being incorporated in the program itself and the first year capstone will have a focus on community engagement and out of the classroom experience.

Assurances

Columbia Gorge Community College has met or will meet the four institutional assurances required for program application.

1. ***Access.*** The college and program will affirmatively provide access, accommodations, flexibility, and additional/supplemental services for special populations and protected classes of students.
2. ***Continuous Improvement.*** The college has assessment, evaluation, feedback, and continuous improvement processes or systems in place. For the proposed program, there will be opportunities for input from and concerning the instructor(s), students, employers, and other partners/stakeholders. Program need and labor market information will be periodically re-evaluated

and changes will be requested as needed.

3. *Adverse impact and detrimental duplication.* The college will follow all current laws, rules, and procedures and has made good faith efforts to avoid or resolve adverse *intersegmental* and *intra-segmental* impact and detrimental duplication problems with other relevant programs or institutions.
4. *Program records maintenance and congruence.* The college acknowledges that the records concerning the program title, curriculum, CIP code, credit hours, etc. maintained by the Office are the official records and it is the college's responsibility to keep their records aligned with those of the Office. The college will not make changes to the program without informing and/or receiving approval from the Office.