



*Dare to Dream!*

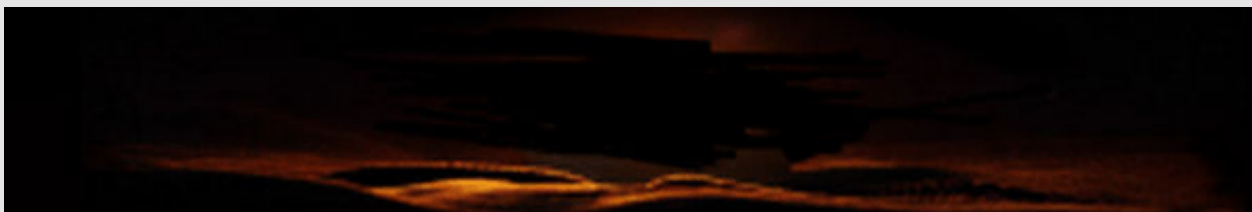


# CARLAND COLLEGE

## CATALOG

**Volume 2, 2009**

Effective May 4, 2009, through December 31, 2010



By virtue of its publication on the official Carland College website, this Catalog is affirmed by the Board of Directors as the governing document for current and prospective students. Its contents have been prepared by administrative officers and faculty groups, including the Office of the President, the Chief Academic Officer, the Faculty Senate, and other appropriate bodies within the College, and its contents have been approved by the Board of Directors. The Catalog is updated biennially.

This document supercedes and replaces any prior editions or versions.

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# CARLAND COLLEGE CATALOG

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## **THE COLLEGE**

### **MISSION STATEMENT**

Carland College is a private institution employing state-of-the-art technology to deliver high quality, post-secondary education in entrepreneurship to adult learners throughout the world. Its mission is: to serve prospective, nascent and experienced entrepreneurs by disseminating, communicating and inculcating the skills, abilities and perspectives required to launch, grow and lead organizations and entrepreneurial ventures and to serve the public by training entrepreneurs to drive economic development and to discover, create and commercialize new products, services and industries. Its mission is accomplished through teaching, which communicates the knowledge and imparts the skills necessary for individuals to be successful, innovative and effective economic developers, entrepreneurs, leaders, inventors and educators.

### **POLICIES AND PROCEDURES**

The Catalog in effect at the time that you are accepted into a degree program will be the official reference for all aspects of College operations, for the completion of your degree program, and for tuition and fees, for as long as you are continuously enrolled in the program. No other document, writing or instructions will take precedence. The College will publish its Catalog in a prominent position on its official website, and provide a copy of the Catalog in effect to each student at the time of his or her matriculation.

The College reserves the right to change its policies, procedures, tuition and fees, at any time. If the College does make a change in any area, it will publish a new Catalog on its official website, and it will notify you by email, addressed to your official College email account. If such changes occur after your acceptance and prior to your completion of the requirements for your degree program, you may elect to change to the new Catalog, or to continue to be governed by the original Catalog. If you decide to change to the new Catalog, you must notify your official College Advisor within 30 days of the publication of the new Catalog. If you fail to make such a notification, you will be adjudged to have decided to continue to be governed under the original document. In either case, your decision will be irrevocable.

If you have a break in your enrollment of two semesters, or more, you must apply for reentry into the College. The Catalog in effect at the time that you are accepted for reentry into a degree program will be the official reference for all aspects of College operations, for the completion of

your degree program, and for tuition and fees, for as long as you are continuously enrolled in the program.

## **ACCREDITATION**

Carland College is not accredited by any agency recognized by the U.S. Department of Education. The College is pursuing accreditation and intends to achieve that status at the earliest possible time, however we make no assurances or guarantees that we will be successful in achieving accreditation.

## **GOVERNANCE**

We believe that high quality programs are the key to both our financial and organizational success. Accordingly, we are dedicated to providing the highest quality educational and training experience to our students, to devising and maintaining the most current and relevant curricula in each program that we offer, and to establishing the College as a world leader in higher education.

The College is organized as a corporation, chartered in the State of North Carolina. It is governed by a Board of Directors, elected to three year terms by majority vote of the stockholders of the corporation. The Board is responsible for:

1. Achievement of all legal requirements pertaining to incorporation and operation;
2. Formulation of institutional policy, including policies concerning related and affiliated corporate entities and all auxiliary services;
3. Selection and periodic evaluation of the chief executive officer;
4. Fiscal stability of the institution;
5. The institutional mission;
6. Development and maintenance of by-laws consistent with the institution's mission and specifying the number, manner of appointment and terms of officers and members of the board; frequency of minimum meetings per annum; format of official minutes of board meetings; and all matters related to duties, responsibilities and procedures of the governing board and its members; and,
7. If the governing board delegates any of its policymaking or other powers, duties, or responsibilities to other parties, such delegations must be approved by a majority of the membership of the board, be in writing, be recorded in the minutes, and not compromise the institution's present or future financial stability and/or capability of fulfilling commitments to students.

The Board of Directors has policy making authority over the institution. It appoints the chief executive officer and the chief academic officer. The primary responsibility of the chief executive officer must be to the institution and that individual may not be the presiding officer of the Board.

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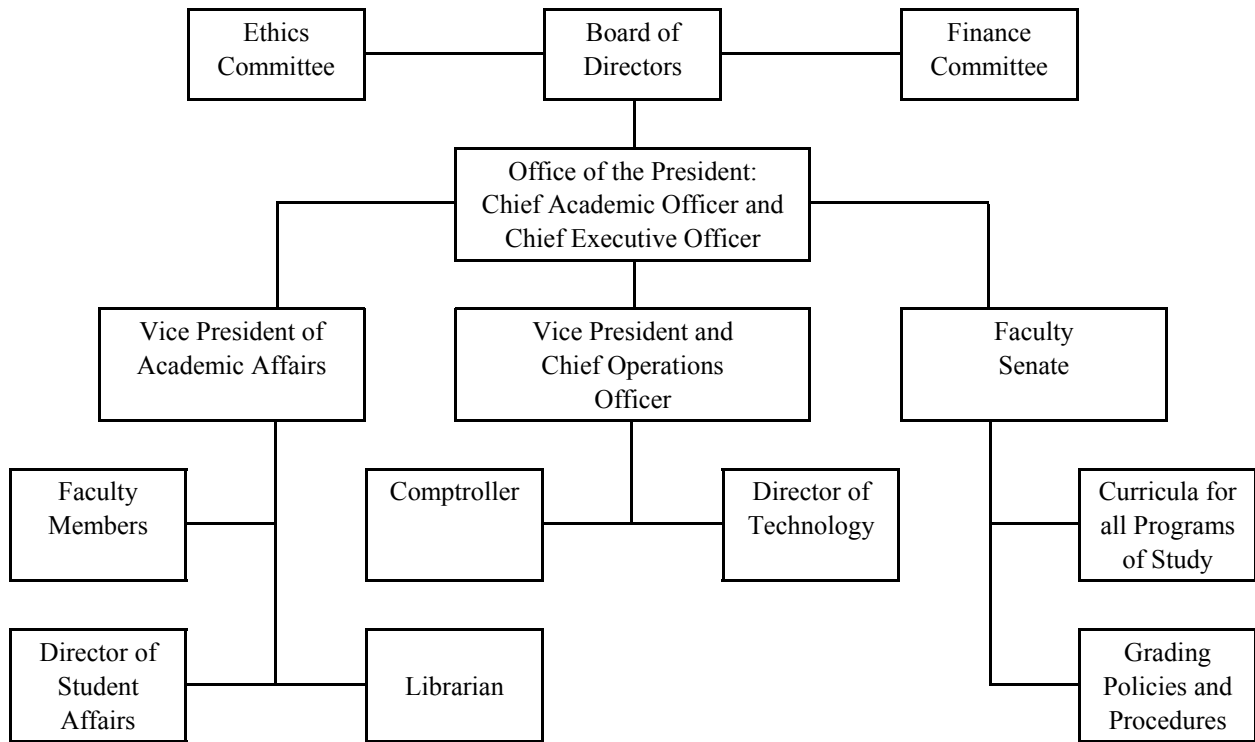
The Board must have, at a minimum, two committees, made up entirely of board members who are not involved in the administration of the College. These include:

1. The Finance Committee which oversees budgetary issues, and engages an independent accounting firm to perform an annual audit of the College records, books and financial affairs;
2. The Ethics Committee which monitors the activities and dealings of the College and college personnel, approves contracts and dealings of the College with administrative personnel, board members, faculty, owners, etc., and hears allegations of conflicts of interest from college administrators, personnel, board members, faculty, owners, students, etc.; and, which hears allegations, complaints and appeals, from students, faculty, administrators, personnel, and other interested parties with regard to ethics, personnel actions, appointments and dismissals, discrimination issues, compensation and pay issues, sexual harassment allegations, academic freedom, academic honesty and integrity, and other issues of concern to the college family.

The Board will require that the business and financial management of the College be centralized and administered in a qualified and bonded business office responsible to the chief executive officer charged with supervision of the budget. Further, the Board will require that the credentials, accurate records of academic, administrative, and other employment; and personal history resumes, for all administrators, officers, professional staff, faculty, and support staff, must be readily available at all times for its review.

## **ORGANIZATIONAL STRUCTURE**

Carland College is organized as described in the following organizational chart. The Office of the President houses the Chief Academic Officer (CAO) and the Chief Executive Officer (CEO). The CAO is responsible to the Board for administration of all academic issues, including faculty, students, and learning resources. The CEO is responsible to the Board for the administration and implementation of College policy. The Board of Directors is the policy making and final decision authority of the College. Its Finance Committee retains an independent accounting firm and oversees an annual audit of the College's financial and fiscal affairs. Its Ethics Committee monitors potential conflicts of interest and hears all grievances and appeals from faculty, staff or students. In all cases, the decision of the Board of Directors is final.



The Vice President for Academic Affairs (VPAA) is responsible for the library, the faculty, curricula and programs of study, and all issues related to students, and reports to the CAO. All faculty members report to the VPAA, as does the Director of Student Affairs, who is responsible for admissions, student advising, registration, student records, and graduation.

The Faculty Senate is composed of all members holding faculty appointments and is responsible for approval, maintenance and continuous improvement of all programs of study and grading and evaluation policies for students.

The Vice President and Chief Operations Officer (COO) is responsible for the day-to-day management of the College, and reports to the CEO. The Director of Technology is responsible for the website, the e-learning center, access to the e-library, and other technology issues. The Comptroller is responsible for the financial and accounting records, and for all fiscal and financial affairs. These Directors report to the COO.

### **OWNERSHIP, GOVERNING BOARD MEMBERSHIP, AND OFFICERS**

Carland College, Inc. is a corporation chartered in the State of North Carolina. Copies of the Articles of Incorporation, and the By-Laws are kept in the office of the CEO and are available for

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review during normal working hours. Carland College is owned by the Entrepreneurship, Innovation and Leadership, Group, LLC, P.O. Box 2689, Cullowhee, NC 28723, 828-293-9151. The majority Member and Manager of the EIL Group is the DreamCatchers Group, LLC, P.O. Box 2689, Cullowhee, NC 28723, 828-293-9151, which is controlled by Drs. James W. Carland, Jr., and JoAnn C. Carland. Copies of the Articles of Organization and Operating Agreements of these companies are in the office of the CEO and are available for review during normal working hours. Carland College is governed by a Board of Directors, elected by its stockholders. A list of the current members of the Board is published on the website, and maintained in the office of the Chief Executive Officer, available for review upon request during normal working hours. The College is located in Suite L, Building 1, 1944 Hendersonville Road, Asheville, NC, 28803.

The Members of the Carland College Board of Directors were elected by the Shareholders of Carland College, Inc., on February 22, 2008, and February 22, 2009. Each Member was elected to a three year term, in accordance with the Corporate By-Laws. The Members are:

Mr. Robert Bennett, Asheville, North Carolina, RDB6670@Gmail.com  
Dr. Michael E. Burnette, Whittier, North Carolina, MikeB@SouthWesternCC.edu  
Ms. Janet Burnette, Whittier, North Carolina, JanetB@SouthWesternCC.edu  
Dr. Michael D. Ensley, Morganton, North Carolina, Michael@ExecutiveTeam.com  
Ms. Rhonda Ensley, Morganton, North Carolina, Rhonda@ExecutiveTeam.com  
Mr. Rankin (Bud) Hipp, Asheville, North Carolina, BHipp@Carolina-Finance.com  
Mr. Gary C. Jones, Hendersonville, North Carolina, GaryJones@Inbox.com  
Ms. Andrea Owensby, Hendersonville, North Carolina, AndyOwensby@BellSouth.net  
Mr. Delmar Ponder, Marion, North Carolina, DelPonder@yahoo.com

The Carland College Board of Directors has appointed the following officers:

Co-President and Chief Executive Officer, Vice President and Chief Operations Officer  
James W. Carland, Jr., P.O. Box 2689, Cullowhee, NC 28723, 828-293-9151  
Jim.Carland@CarlandCollege.com

Co-President and Chief Academic Officer, Vice President of Academic Affairs  
JoAnn C. Carland, P.O. Box 2689, Cullowhee, NC 28723, 828-293-9151  
JoAnn.Carland@CarlandCollege.com

Comptroller  
Janet L. Dye, 622 South Haywood St., Landmark Unit 206, Waynesville, NC 28786  
828-452-1360, Janet.Dye@CarlandCollege.com

## **DISTANCE LEARNING**

Carland College has no physical campus. We deliver all of our programs to our students via a rich, multimedia instruction accessed on demand by each student. Each course in each program of study is defined by a syllabus which outlines the objectives for that course, the methodology for attaining those objectives, the outline for the course, the books, materials, videos, and references which are required to achieve the objectives, the requirements for student involvement in the course, and the examination, evaluation and grading process which will be employed in that course. In addition, each syllabus establishes the basis for interaction between the instructor of the course and the students enrolled in that course, as well as interaction among the students. This syllabus will be posted on the official course website for each course at the beginning of that course, and maintained on that website for the duration of the course. The syllabus is the guiding policy for the conduct and completion of the course, and no other document, writing or instruction will take precedence.

## **NON DISCRIMINATION POLICIES**

Carland College will not tolerate discrimination against any current, past or prospective student, faculty member, staff member, or a member of the public, on the basis of age, race, color gender, religion, ethnicity, national origin, or sexual orientation. We do reserve the right to refuse admission to any person whom we believe does not meet our academic standards.

If any student, faculty or staff member feels that he or she has been discriminated against, he or she should lodge a formal complaint with the Ethics Committee of the Board of Directors. A communication link with that committee is prominently posted on the official College website.

## **SEXUAL HARASSMENT**

Carland College will not tolerate sexual harassment of any type, whether hostile work or learning environment, quid pro quo, or any other type of harassment. Any incident of sexual harassment is grounds for dismissal from the College.

Any student, faculty member or staff member who believes that he or she has been the victim of sexual harassment of any type should lodge a formal complaint with the Ethics Committee of the Board of Directors. A communication link with that committee is prominently posted on the official College website.

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## **ACADEMIC FREEDOM**

Academic freedom is essential to the free exchange of ideas and information which undergirds higher education. The Board of Directors has approved the following policy on academic freedom:

Carland College is dedicated to the transmission and advancement of knowledge, and academic freedom is essential to the achievement of that purpose. We therefore support and encourage freedom of inquiry for faculty members and students, that they may engage in teaching, learning, research, discussion, and publication, free from internal or external restraints that would unreasonably restrict their academic endeavors. We shall protect faculty and students in their responsible exercise of the freedom to teach, to learn, and otherwise to seek and speak the truth. Faculty and students shall share in the responsibility for maintaining an environment in which academic freedom flourishes and in which the rights of each member of the academic community are respected.

Carland College shall not penalize or discipline members of the faculty or staff because of the exercise of academic freedom in the lawful pursuit of their respective areas of scholarly and professional interest and responsibility. Members of the faculty or staff may not represent themselves, without authorization, as spokespersons for the College. It is our policy to support and encourage full freedom, within the law, of inquiry, discourse, teaching, research, and publication for all members of our faculty and staff. Members are expected to recognize that accuracy, forthrightness, and dignity befit their association with the College and their position as men and women of learning.

## **COMPLAINTS AND REDRESS**

The Ethics Committee is made up of members of the Board of Directors who are external to the College. These members are not employees of the College and are not involved in the day-to-day operation. The Ethics Committee is responsible for monitoring conflicts of interest and for hearing grievances, complaints and allegations of ethical violations, discrimination, sexual harassment, or academic freedom. Members of the faculty, students, administrators, staff, or employees may make an appeal directly to the Ethics Committee if they feel that they have been treated unfairly, or wronged in any way, or they feel that a conflict of interest exists anywhere in the College.

A communication link to the Chair of the Ethics Committee is posted on our website, [www.carlandcollege.com/access](http://www.carlandcollege.com/access). An appellant need only describe the nature of the complaint and direct the communication to the Chair, or to any other member of the Committee. The Committee will meet as soon as is practicable and evaluate the circumstances of the complaint. The appellant

will be invited to communicate more fully with the Committee during its deliberations and investigation. This communication may take place virtually, or in person, as is most practicable for the appellant and the committee members. A list of the members of the Ethics Committee, and their email addresses is posted on the College web site.

The Chair of the Ethics Committee of the Board of Directors is Dr. Michael Burnette. Dr. Burnette's personal email address is MikeB@SouthWesternCC.edu. He may be reached directly by emailing the Chair of the Ethics Committee: EthicsCommittee@CarlandCollege.com.

Upon receipt of a complaint or an appeal, the Ethics Committee will arrange to meet virtually or in person as soon as possible. In no event will the meeting be delayed for more than two weeks. The Committee will inform the appellant of the date of its meeting and make arrangements for the appellant to appear virtually, or in person, at the meeting. The Committee will interview any other individuals it deems necessary to conduct its investigation, and will direct the CEO and/or the CAO to produce any information, records, or documents, that it deems necessary.

After it completes its investigation, the Ethics Committee will render its decision in writing. It will notify the appellant of its decision, as well as any other parties involved or affected. It will direct the Chief Executive Officer, or the Chief Academic Officer to take any corrective action which it deems necessary or appropriate. It will arrange to preserve the results of its investigation and decision and will render a report of the appeal and its action to the Board of Directors at the next regularly scheduled meeting of the Board.

The decision of the Ethics Committee will be final. The only exception is an appeal from the Faculty Senate. If the Senate is unhappy with the decision of the Ethics Committee, it may appeal the decision to the Board of Directors at the next regularly scheduled meeting of the Board.

Should a member of the College community desire to register a complaint against a member of the Ethics Committee, he or she must communicate that desire to another member of the Committee. That Committee member will ask the Board of Directors to appoint a temporary replacement for the challenged member, and the Committee will hear the complaint and proceed to a resolution, as described above. Should the Ethics Committee decide that corrective action requires action by the Board of Directors, it will so report at its next regularly scheduled meeting.

Should the Ethics Committee find that an emergency action is required in connection with an appeal or complaint, it will immediately contact members of the Board of Directors and arrange for an emergency meeting of the Board.

The Ethics Committee will also hear details concerning dealings between the College and any of its directors, officers, faculty, staff, or employees. It will be the responsibility of the Chief Executive Officer, or the Chair of the Board of Directors, to present the details of any proposed contracts or relationships between the College and its directors, officers, faculty, staff, or employees, before consummating such proposals. The Ethics Committee will examine the situation, seek any additional information or testimony that it deems necessary, render a decision on the ethics of the proposal, and direct the Chief Executive Officer, or the Chief Academic Officer to take any action which it deems appropriate.

During the annual evaluation of a faculty member or an administrative officer, the individual will be asked to present details of any contracts or relationships with the College. The superior of the individual will include in his or her evaluation, any information that he or she might possess concerning such a potential conflict of interest. These disclosures will be forwarded to the Ethics Committee. The Ethics Committee will examine the situation, seek any additional information or testimony that it deems necessary, render a decision on the ethics of the situation, and direct the Chief Executive Officer, or the Chief Academic Officer to take any action which it deems appropriate.

Should a member of the Ethics Committee be involved in a proposed contract or relationship, or with a disclosure from a faculty or administrative evaluation, the remaining members of the Committee will ask the Board of Directors to appoint a temporary replacement for the involved member, and the Committee will consider the situation and proceed to a determination, as described above. Should the Ethics Committee decide that corrective action requires action by the Board of Directors, it will so report at the next regularly scheduled meeting of the Board.

In all cases involving potential or existing conflicts of interest, the decision of the Ethics Committee will be final. It will arrange to preserve the results of its investigation and decision in any such cases and will render a report of the situation and its action to the Board of Directors, at the Board's next regularly scheduled meeting.

## **GUARANTY BOND**

The College maintains a guaranty bond to cover the full amount of prepaid tuition for all students. The bond is available for review by interested parties in our business office during normal business hours. The bond is a guarantee of the refund of tuition to students in the event that the College ceases to operate. Any student of the College at the time of such an event will be entitled to a full refund from the insurance company. The bond is a minimum of \$10,000. The amount of the bond at any point in time is equal to the highest level of pre-paid tuition which occurred during the most

recent fiscal year. The bond is filed with the Clerk of the Superior Court in Buncombe County, North Carolina.

### **REFUND POLICY**

The College maintains a refund policy which is designed to produce a high level of satisfaction among our students. Each of our courses is conducted over an eight week minimester as identified in our academic calendar. If any student is unhappy with a course for any reason, he or she may receive a full refund at any time during the first four weeks of the class. To receive a refund, a student must contact his or her Student Advisor and request withdrawal from the class. The Student Advisor will handle the withdrawal and will ensure that the refund is made promptly.

## **STUDENT LIFE**

### **STUDENT RESPONSIBILITIES**

It is the responsibility of each student to be familiar with the information presented in the Catalog which governs his or her individual program of study, and to know and observe all regulations, policies and procedures of the College. The College will not waive or relax any of its requirements because a student pleads ignorance of the policies and procedures. The ultimate responsibility for following all policies and meeting all requirements and deadlines rests with the individual student.

Each student must make application for admittance or readmittance to a degree program in the College by following the application process described in this Catalog. Readmittance is required if a student is not enrolled for two consecutive semesters, except as otherwise noted in this Catalog.

Upon acceptance into the College, each student will establish an official physical address, email address, telephone numbers, and other contact information for all official communications. It will be the student's responsibility to keep that contact information current at all times. All official College correspondence will be directed to the student email address, and we will assume that each student has received, read and understands such communication.

### **COLLEGE RESPONSIBILITIES**

It is our responsibility to ensure that each student is valued and heard. A student's academic and support services experience is our highest priority. We welcome student comments at any time. The Student Advisor will officially ask each student each semester to evaluate the entirety of his or her experience, from the performance of instructors, to the performance of student support staff, to the adequacy and ease of use of the educational facilities and the library. A student need not wait for the official evaluation, and may present any issue to the Chief Academic Officer at any time. Should the student be dissatisfied with the actions of the CAO, he or she may appeal to the Ethics Committee. A link to that committee is posted on our website.

### **STUDENT ADVISOR**

At the time of acceptance into the College, each student will be assigned a Student Advisor and notified by email to the official student email address of the identity and contact information for that Advisor. The College reserves the right to change the Student Advisor, and if any change is made,

the student will be notified by email to the official student email address. The Student Advisor is the contact point for all communication with the College.

When a student is admitted into the College, he or she will immediately be contacted by the Student Advisor, who will provide orientation, counseling and guidance, and academic advising. The Advisor will discuss technology requirements, familiarize the student with the learning management system, discuss programmatic requirements and their fit with student interest and desires, and work with the student to prepare a program of study and a schedule for completion of that program. At the outset of each semester, the Advisor will contact the student via the student's official email address and discuss the enrollment requirements for that semester required to make satisfactory progress on the program of study. Upon approval by the student, the Advisor will enroll the student in the appropriate courses. The Advisor will deposit records of all counseling and advising sessions in the student record.

## **STUDENT CODE OF CONDUCT**

Upon acceptance into the College, each student will be expected to read and understand the code of conduct and academic integrity policy outlined in this Catalog, which establishes a contract between the student and the College. Each of us in the College has pledged to uphold the highest standards of ethical behavior and academic integrity. In turn, we expect each student to do the same.

Each time you submit an assignment, project, paper, or exam, you are certifying by virtue of the submission of that work that it is your own work, and that you have completed the work individually and independently. Submitting work that has been completed by others is plagiarism, and is a violation of our academic integrity policy and grounds for dismissal from the College.

If you submit work which includes the ideas, writings, or expressions of others, you must attribute those contributions to their original authors. Failure to make appropriate attributions is plagiarism, and is a violation of our academic integrity policy and grounds for dismissal from the College.

As you complete an assignment, project, paper, or exam, you may want to include excerpts from the written work of another person, or from an Internet source or site, or from an interview or discussion with another person. Such excerpts must be cited and identified with complete information which will allow the reader to independently verify the source of the excerpt. Alternatively, you may want to paraphrase that contribution. If so, a complete citation is still required. If you express an idea or a concept that has been presented by another person, that also requires a complete citation. Failure to include these citations in your work is plagiarism, and is a violation of our academic integrity policy and grounds for dismissal from the College.

There is nothing wrong with team work, discussion, research and exploration; indeed, these are to be encouraged as they are valuable aspects of the educational process. However, our academic integrity requires each of us to be cognizant of the intellectual contributions of others. When we rely on the contributions of others, we must accord credit for their work through appropriate citations.

If an instructor suspects any student of plagiarism, he or she will refer the student to the Chief Academic Officer for review. The CAO will make a determination of action which may include dismissal from a course, or dismissal from the College, or other action which the CAO might deem to be appropriate. Should the student disagree with the actions of the CAO, he or she may appeal the decision to the Ethics Committee of the Board of Directors. A communication link with that committee is prominently posted on the official College website. The Student Advisor will assist the student in making such an appeal. The decision of the Committee will be final.

## **STUDENTS' RIGHTS**

By virtue of acceptance of a position with the College, each faculty member and each staff member has pledged to uphold the highest standards of ethical behavior and academic integrity. Foremost among our obligations is the need to treat each of our students and each other with respect. We recognize that our students are knowledgeable, capable human beings and that they deserve our respect for their accomplishments and for their humanity. That respect must be manifested in every communication and interaction that we have with each other and with our students.

Further, our academic integrity requires that we offer to each of our students only the highest quality educational experience. All of our courses and all of our programs must be current, our faculty must be knowledgeable and capable, and the development and conduct of each course must be in consonance with the highest standards of academe.

If any student feels that he or she has not been shown the proper respect, or that any course, or class has not been of the highest quality, or that any instructor has been unprepared or performed poorly, he or she should notify the Student Advisor. If the Advisor fails to provide a satisfactory resolution to the matter, the student should appeal to the Ethics Committee of the Board of Directors. The Student Advisor will assist the student in making such an appeal, and a communication link with that committee is prominently posted on the official College website.

## **SEMESTERS, COURSES AND CREDIT**

The College follows the semester system and posts on its official website an academic calendar at the start of each academic year. This Catalog indicates the semester credit hours which each course

in the College carries. That credit is determined by estimated working hours required to successfully complete the course. For example a course which carries three semester hours of credit is expected to require a minimum of 45 contact hours on the part of each student enrolled in that course. A contact hour is an hour of interaction through electronic media. This includes time spent in working with audio visual materials, participation in message board and chat room activities, and interaction with instructors through electronic media. We would normally expect the intensity of a contact hour to be such as to reasonably expect an additional two hours of outside work and effort, which includes completion of all readings, preparation of assignments, projects, papers and examinations. Consequently, a typical three semester hour course will require about 135 hours of work.

Our faculty follow the semester credit hour model as they design each course. Specifically, they craft the objectives for the course, and build a syllabus, as described in this Catalog. They then structure the support materials, assignments and evaluative process, and determine the appropriate amount of semester credit hours to assign to the course. This course structure must be approved by the Faculty Senate before the course can be offered, and the Faculty Senate reviews each course annually to determine that the level and amount of credit continues to be appropriate.

If a student decides not to enroll in a course for two consecutive semesters, that student will be dismissed from the College. If he or she decides to return at some future date, he or she will be required to submit an application for readmission, as described in this Catalog. If accepted for readmission, the student will be subject to the Catalog in force at the time of readmission, except as provided in this Catalog.

If a student decides that he or she wishes to withdraw from a course, that desire should be communicated to the Student Advisor. Tuition refunds are governed by withdrawal dates, as described elsewhere in this Catalog. If a student withdraws from a course within seven days of the beginning date of that course, he or she will be dropped from the course and no record will be made in the official student transcript file. If a student withdraws from a course after the seventh day, but before the last day of that course, he or she will be assigned a grade of W in the official student transcript file.

If a student is unable to complete the work required in any given course in the time period allotted for that course, he or she may request that the instructor assign a grade of incomplete. The student will have one year to complete the work in that course and to receive a grade for that work. For example, if a student requests an incomplete in a course scheduled for the Fall Semester, 2009, he or she will have until the end of the Fall Semester, 2010, to complete that work. Any grade of incomplete which is not removed will be changed to a failing grade at the expiration of the time period. Extensions will not normally be considered.

**HEALTH CARE RESPONSIBILITIES**

Carland College does not provide health care benefits. As the College does not maintain a physical campus or require physical meetings of students, students bear full responsibility for their own health care.

**WITHDRAWAL FROM THE COLLEGE**

A student may withdraw from the College at any time for health, legal, or other reasons. A withdrawing student will be assigned Ws for any courses in which he or she was enrolled at the time of withdrawal, and will be assigned Ws for any grades of incomplete which he or she might have outstanding at the time of withdrawal. To withdraw from the College, a student should contact his or her Student Advisor, who will arrange for the withdrawal. A student who has withdrawn from the College and wishes to enroll again, must apply for readmittance to the College in accordance with the procedures outlined in this Catalog.

**LEAVE OF ABSENCE**

Any student who is a member of the U.S. military or the National Guard who cannot complete a course, or who cannot enroll in a course during a semester, due to deployment or military training, will be granted a leave of absence from the College. That student must contact the Student Advisor to discuss the leave of absence and to plan for the student's return to the College.

Any student who cannot complete a course, or who cannot enroll in a course during a semester, due to accident, injury, illness, or legal issues, will be granted a leave of absence from the College. That student must contact the Student Advisor to discuss the leave of absence and to plan for the student's return to the College.

Any student granted a leave of absence can return to the College when the cause of the absence has been relieved. The returning student will be able to complete his or her studies under the original Catalog, including tuition and fee structures, and the Student Advisor will make arrangements for appropriate completion dates for any grades of incomplete which might have been issued. The returning student will suffer no academic or financial penalty for the absence.

**THE GRADING SYSTEM**

Carland College follows the A, B, C, D, F, grading system. An instructor will assign the grade which he or she independently determines to be appropriate for the student's performance in his or

her course. We regard a D as the minimum passing grade in an undergraduate class, and a grade of C as the minimum passing grade in a graduate class. The syllabus will outline the process which the instructor will use to arrive at a determination of the grade in the course. A student will not receive credit for completion of any course with a grade below the minimum passing grade.

If a student feels that the assigned grade is unfair or inappropriate, he or she may appeal to the Chief Academic Officer. Such an appeal will be facilitated by the Student Advisor upon request. Should the student disagree with the decision of the CAO, he or she may appeal the decision to the Ethics Committee of the Board of Directors. The Student Advisor will assist the student in making such an appeal, and a communication link with that committee is prominently posted on the official College website. The decision of the Committee is final.

### **REPEAT COURSES AND GRADES**

If a student wishes to repeat a course in an attempt to obtain a higher grade, he or she may do so. The Student Advisor will handle the request and arrange for enrollment in the desired course. The student will be accorded the grade earned in the course during the re-enrollment, regardless of whether the grade is higher or lower. The official student transcript record will indicate the repeat of the course and show the appropriate grade. A student may repeat a course only twice. The grade earned on the second repeat will be the official grade for that course.

### **ACADEMIC STANDING**

Each grade is associated with quality points which are used to determine academic standing. A grade of A is accorded four quality points; a grade of B, three quality points; a grade of C, two quality points; and a grade of D, one quality point. A grade of F carries no quality points. Quality points are multiplied by the semester credit hours of the course. These points are accumulated and divided by the total semester credit hours completed by a student to arrive at a Cumulative Quality Point Ratio for that student. For example, assume that a student has completed four, three semester hour courses, with a grade of A in one course, B in a second, C in a third, and D in the fourth course. His or her Cumulative Quality Point Ratio (CQPR) is 2.5. It is calculated in this manner:

$$[(4 \times 3) + (3 \times 3) + (2 \times 3) + (1 \times 3)] / 12 = 2.5$$

Withdrawals and incompletes are not counted in the calculation. Grades on courses transferred into the College are not counted in the calculation. However, courses taken in other colleges or universities in which the student was awarded a grade of D or below will not qualify for transfer to the College.

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If a course has been repeated, then the grade on the last attempt of that course will be included in the calculation of the CQPR, but the semester hours associated with early attempts will not be included. For example, assume that a student has completed four, three semester hour courses, with a grade of A in one course, B in a second, C in a third, and D in the fourth course, and has re-enrolled in the last course, producing a grade of C on the second attempt. His or her Cumulative Quality Point Ratio (CQPR) is 2.75. It is calculated in this manner:

$$[(4 \times 3) + (3 \times 3) + (2 \times 3) + (2 \times 3)] / 12 = 2.75$$

An undergraduate student must maintain a Cumulative Quality Point Ratio of 2.0 in order to remain a student in good academic standing. A graduate student must maintain a Cumulative Quality Point Ratio of 3.0 in order to remain a student in good academic standing. Only a student in good academic standing will be allowed to enroll in future courses, or to graduate from the College.

### **ACADEMIC PROBATION**

A student who fails to remain in good academic standing will be placed on academic probation. If he or she does not return to good academic standing within two consecutive semesters, he or she will be dismissed from the College.

A student dismissed from the College for academic performance may appeal the dismissal to the Chief Academic Officer. Such an appeal will be facilitated by the Student Advisor upon request. Should the student disagree with the decision of the CAO, he or she may appeal the decision to the Ethics Committee of the Board of Directors. The Student Advisor will assist the student in making such an appeal, and a communication link with that committee is prominently posted on the official College website. The decision of the Committee is final.

A student dismissed from the College for academic performance may not apply for readmission for at least two consecutive semesters. If a student is approved for readmission to the College, all grades below C will be removed from the record and the calculation of the CQPR, and the student will be required to repeat those courses.

### **TEXTBOOKS**

Textbooks, videos, and other materials required for a course are selected by the faculty member instructing that course. These materials will be outlined in the syllabus for the course and posted in the course instruction site. Some materials may be provided by the College and others may need to be purchased. Materials provided by the College will be available for downloading from the

course instruction site. Links to suppliers or publishers of materials or suggestions for acquiring materials which must be purchased will be provided on the course instruction site.

### **INTERNATIONAL STUDENTS**

Carland College is not authorized to issue I-20 documents, nor will full-time attendance by a non-citizen satisfy F-1 student status. As we do not have a physical campus or require classroom attendance, international students may attend the College through the Internet in the same fashion as U.S. citizens, if they have access to the appropriate computer systems and Internet access. Please be aware that all instruction will be in English.

### **TRANSCRIPTS**

A complete set of each student's academic record, including a transcript of grades, is kept in a permanent file. Unofficial or official transcripts may be requested through the Student Advisor.

### **JOB PLACEMENT**

Carland College does not have a job placement office. We do not provide assistance to students in obtaining jobs or employment upon graduation or program completion. We make no claims, promises or guarantees about the potential for employment for our graduates or the impact of our degrees on the prospects for their employment.

### **LICENSING AND CREDENTIALS**

Professional organizations, societies, states and licensing jurisdictions have their own specific requirements for licensure, membership or certification. Carland College has no links or involvement with any licensing or credentialing agency, and cannot assist a graduate or program completer in obtaining any type of license or credential. We make no promise or guarantees about the acceptance of any course or program of study by any licencing or credentialing agency.

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## THE APPLICATION PROCESS

Every applicant for acceptance into a degree program must complete an application package which includes the appropriate application form, a biography, an application essay, appropriate entry exams, and transcripts from high schools, colleges and universities, as appropriate. In addition, every applicant must undergo an interview with staff members, either telephonically, or via interactive video. Carland College only accepts adult learners.

### APPLICATION FOR BACCALAUREATE DEGREE PROGRAMS

Applicants for all undergraduate degree programs must present evidence of graduation from a high school which has been accredited by an agency approved by the U.S. Department of Education, or its international equivalent, or provide evidence of acceptance into a college accredited by an agency approved by the U.S. Department of Education, or its international equivalent, or provide proof of satisfactory performance on the General Education Development tests. In addition, applicants must complete the Baccalaureate Application Form posted on our website.

In addition, applicants must provide transcripts or evidence of graduation or General Education Development test completion. Applicants must submit a biographical statement and complete an essay describing their interest in higher education and their reasons for pursuing a degree at Carland College. Upon completion of the application, members of the staff of the Vice President for Academic Affairs will contact the applicant and arrange for a telephonic or interactive video interview.

Upon receipt of all of the material, and the completion of the interview, the VPAA will weigh all of the evidence and make a determination as to whether he or she believes that the applicant meets the academic standards of the College and is capable of completing the degree program to which he or she has applied. If the VPAA accepts the applicant, he or she will assign a Student Advisor, who will contact the student and arrange for entry into the College.

If the VPAA rejects an applicant, and the applicant disagrees with the decision, he or she may appeal to the Chief Academic Officer. The VPAA will assist in making such an appeal. If the results of that appeal are still unsatisfactory, the applicant may appeal the decision to the Ethics Committee of the Board of Directors. The CAO will assist in making such an appeal, and a communication link with that committee is prominently posted on the official College website. The decision of the Committee is final.

**APPLICATION FOR MASTER'S LEVEL DEGREE PROGRAMS**

Applicants for all master's level degree programs must present evidence of graduation from a college which has been accredited by an agency approved by the U.S. Department of Education, or its international equivalent. In addition, applicants must complete the Master's Application Form posted on our website.

Applicants who have not taken the Graduate Management Aptitude Test or the Graduate Records Exam must arrange to take one or the other and must provide scores from those exams to the College. In addition, applicants must provide transcripts or evidence of graduation. Applicants must complete a biographical statement and an essay describing their interest in master's level education and their reasons for pursuing a degree at Carland College. Upon receipt of the application, members of the staff of the Vice President for Academic Affairs will contact the applicant and arrange for a telephonic or interactive video interview.

Upon receipt of all of the material, and the completion of the interview, the VPAA will weigh all of the evidence and make a determination as to whether he or she believes that the applicant meets the academic standards of the College and is capable of completing the degree program to which he or she has applied. If the VPAA accepts the applicant, he or she will assign a Student Advisor, who will contact the student and arrange for entry into the College.

If the VPAA rejects an applicant, and the applicant disagrees with the decision, he or she may appeal to the Chief Academic Officer. The VPAA will assist in making such an appeal. If the results of that appeal are still unsatisfactory, the applicant may appeal the decision to the Ethics Committee of the Board of Directors. The CAO will assist in making such an appeal, and a communication link with that committee is prominently posted on the official College website. The decision of the Committee is final.

**APPLICATION FOR NON DEGREE SEEKING STATUS**

An individual may make application for non degree seeking status for the purpose of completing course work at Carland College. Such applicants must complete the Non Degree Application Form posted on our website.

Upon receipt of the package, members of the staff of the Vice President for Academic Affairs will contact the applicant and arrange for a telephonic or interactive video interview.

Upon receipt of all of the material, and the completion of the interview, the VPAA will weigh all of the evidence and make a determination as to whether he or she believes that the applicant meets the academic standards of the College and is capable of completing the program to which he or she has applied. If the VPAA accepts the applicant, he or she will assign a Student Advisor, who will contact the student and arrange for entry into the College.

If the VPAA rejects an applicant, and the applicant disagrees with the decision, he or she may appeal to the Chief Academic Officer. The VPAA will assist in making such an appeal. If the results of that appeal are still unsatisfactory, the applicant may appeal the decision to the Ethics Committee of the Board of Directors. The CAO will assist in making such an appeal, and a communication link with that committee is prominently posted on the official College website. The decision of the Committee is final.

If an applicant enters as a non degree seeking student and subsequently seeks to change his or her status to degree seeking, he or she must complete the application package for the appropriate level of degree seeking status, described in the preceding sections. Course work completed while a non degree seeking student may be transferred into the degree seeking program of study, provided that the performance on that work has been satisfactory, as described in this Catalog.

## **APPLICATIONS FROM INTERNATIONAL STUDENTS**

In addition to the entrance requirements described in the foregoing sections, an international student must present evidence of proficiency in English. Any international student whose native language is not English must present scores on the Test of English as a Foreign Language as an addendum to the application. The VPAA will consider these scores, in addition to the other information as he or she renders a decision.

## **APPLICATION FOR READMITTANCE**

A student who has not been enrolled for at least two consecutive semesters is entitled to apply for readmittance at any time. A student who has been dismissed for academic performance is eligible to apply for readmittance after at least two consecutive semesters of absence. A student who has been dismissed for academic integrity issues or any other issue, may apply for readmittance after a minimum of two consecutive semesters.

Applicants for readmittance must contact the VPAA to discuss his or her interest in returning. The VPAA will decide whether any additional documentation or evidence is required and will communicate any such needs to the applicant.

Upon receipt of all of the material which he or she deems necessary, the VPAA will weigh all of the evidence and make a determination as to whether he or she believes that the applicant now meets the academic standards of the College and should be permitted to re-enroll. If the VPAA accepts the applicant, he or she will assign a new Student Advisor, who will contact the student and arrange for re-entry into the College.

If the VPAA rejects an applicant, and the applicant disagrees with the decision, he or she may appeal to the Chief Academic Officer. The VPAA will assist in making such an appeal. If the results of that appeal are still unsatisfactory, the applicant may appeal the decision to the Ethics Committee of the Board of Directors. The CAO will assist in making such an appeal, and a communication link with that committee is prominently posted on the official College website. The decision of the Committee is final.

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## CARLAND COLLEGE LIBRARY

Access to library and information resources is essential to supporting instruction and enhancing student-learning outcomes. As our instruction is online and our students are drawn from all over the United States and the world, we have arranged to provide a state-of-the-art, electronic library. The mission statement and goals which form a framework for our library activities are as follow:

Carland College Library is a state-of-the-art, online library which provides 24/7 access from any Internet capable computer in the world, and provides technical support and reference librarian assistance 24/7 to student users and faculty members. Its mission is to serve the library and research needs of entrepreneurship students at the baccalaureate and master's level who require support in mastering the skills required to launch, lead and grow entrepreneurial ventures, and the skills required to discover and create new products, services and industries, which advance the human condition.

Students and faculty can access our Library's vast holdings from anywhere in the world at any point in time. Further, reference librarian assistance is available at any hour of any day. This provides our working students with maximum support regardless of their time zone, the time of day, or day of week.

### ESSENTIAL ELEMENTS

The Faculty Senate will establish a faculty committee to review the library needs and monitor student use and experience and evaluate adequacy of our library resources each year. We will ensure that our computer resources are adequate to support the needs of an online library and we will contract with the best online library services in the world to maintain the quality of our library facilities.

In establishing our library needs, we have consulted the Association of College and Research Libraries ([www.ala.org/ala/acrl/acrlstandards/guidelinesdistancelearning.htm](http://www.ala.org/ala/acrl/acrlstandards/guidelinesdistancelearning.htm)) to examine their most recent standards. The current standards approved in June, 2004, indicate that the library services "...offered to the distance learning community should be designed to meet effectively a wide range of informational, bibliographic, and user needs." Essential elements include the following:

Consultation services, reference assistance, and technical assistance services;  
A training program which will instill independent and effective information literacy skills and meet the learner-support needs of the distance learning community; and,

Policies and procedures for systematic development, and management of information resources.

To that end, we have established a state-of-the-art, online facility which includes 24/7 access. It features 24/7 reference librarian support services and it is easy and intuitive to access and use. The Library has extensive holdings including collections from Infotrac, EBSCO, Proquest, and Bowker Publishing, including Books in Print.

A team of on-call reference librarians are available at all hours, everyday, to assist students with their questions. Using chat rooms and co-browsing features, a librarian can guide a student to appropriate resources pertaining to their research questions. An added feature is that at the end of each session, the librarian will send the student an email containing a transcript of the chat and hyperlinks to each site to which the librarian took that student.

We believe that we have an obligation to maintain outstanding library resources. Accordingly, our officers and faculty will engage in a formal planning process which will annually evaluate library resources from the perspective of all library users. We will keep records of library access and usage, and encourage students and faculty to evaluate our efforts to provide exceptional facilities and support. Most importantly, we will provide adequate budgetary support to obtain and maintain the best library support available.

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## **DEGREE REQUIREMENTS**

In order to qualify for graduation from Carland College, a student must satisfactorily complete the degree requirements for the program in which he or she has enrolled, and must be a student in good academic standing, as described earlier in this document. When a student has completed the requirements, he or she must inform the Student Advisor and make arrangements to pay any fees associated with graduation. All tuition and fees are described in the appropriate section of this Catalog.

The Student Advisor will make a determination as to whether a student has completed all requirements to the satisfaction of the faculty and so qualifies for graduation and conferral of the appropriate degree, and will make a recommendation to the Vice President for Academic Affairs. The VPAA will decide whether the student has satisfied all requirements and will notify the student via the official student email address. Should the student disagree with the decision of the VPAA, he or she may appeal to the Chief Academic Officer. The VPAA will assist in making such an appeal. If the results of that appeal are still unsatisfactory, the applicant may appeal the decision to the Ethics Committee of the Board of Directors. The CAO will assist in making such an appeal, and a communication link with that committee is prominently posted on the official College website. The decision of the Committee is final.

### **COURSE SYLLABI**

The conduct of every course is governed by a course syllabus. The syllabus will clearly display the course objectives, prerequisites, the plan of instruction, requirements, and procedures for the evaluation of a student's performance. Syllabi for all courses are available on the College website. The syllabus will also be provided to each student at the beginning of each course, and will be only official document to govern the conduct of the course.

### **ARTICULATION AGREEMENTS**

There are currently no articulation agreements between Carland College and other institutions. Our general approach to transfer credit is handled as described in the following section.

### **TRANSFER CREDIT INTO THE COLLEGE**

Carland College has crafted its transfer policies largely on the foundation of the methods and procedures recommended by the North Carolina Community College System/College of North

Carolina's Transfer Advisory Committee in its Comprehensive Articulation Agreement. Interested parties are referred to that agreement for the standard practices for transfer in North Carolina ([www.northcarolina.edu/content.php/assessment/reports/student\\_info/caa.htm](http://www.northcarolina.edu/content.php/assessment/reports/student_info/caa.htm)).

Transfer credit to the College is permissible from an approved, academic source. An approved source can only be a school, a community college, a college or university accredited by an agency recognized by the U.S. Department of Education, or its international equivalent. Transfer credits will be granted for courses which are substantially identical in content to courses required by a particular program of study at Carland College. The Student Advisor will evaluate each course proposed for transfer to determine whether it is substantially identical in content.

In order for a transfer credit to be approved at the undergraduate level, it must have been completed with a grade of C or better. In order for a transfer credit to be approved at the graduate level, it must have been completed with a grade of B or better. In addition, credit may be granted for evidence of satisfactory performance on College Level Examination Program subject tests or for satisfactory performance on Advanced Placement Tests. Further, credit may be granted for coursework completed through credit by examination, correspondence courses, or extension courses, or armed forces service school programs or courses. Credits may not be awarded for Continuing Education Units or for General Education Development tests.

The Student Advisor assigned to a student will make the determination as to the acceptance of transfer credits and will communicate that decision to the student. A student may appeal any such transfer decision to the Vice President for Academic Affairs. Should the student disagree with the decision of the VPAA, he or she may appeal to the Chief Academic Officer. The VPAA will assist in making such an appeal. If the results of that appeal are still unsatisfactory, the applicant may appeal the decision to the Ethics Committee of the Board of Directors. The CAO will assist in making such an appeal, and a communication link with that committee is prominently posted on the official College website. The decision of the Committee is final.

### **TRANSFER CREDIT OUT OF THE COLLEGE**

Each school, community college, college or university establishes its own standards and policies to govern transfer credit. Consequently, a student must check with the specific institution to determine whether it will accept transfer credit from Carland College. Such transfer normally requires a course to be substantially identical to courses offered at the institution.

It is our expectation that most colleges and universities will not accept transfer credit from Carland College. This is likely to be particularly true for colleges and universities that are regionally

accredited. Most accredited institutions accept transfer credit only from an accredited institution and Carland College is not yet accredited.

### **EQUIVALENT EXPERIENCE**

Carland College does not offer credit for equivalent experience, for life experiences, or for honorary or unearned degrees. Academic credit can only be earned through transfer, through challenge examination, or through completing coursework, as described in this Catalog.

### **ACHIEVEMENT TESTING**

Carland College will accept credit for evidence of satisfactory performance on College Level Examination Program subject tests or for satisfactory performance on Advanced Placement Tests, or for credit by examination, as described in the Transfer Credit section of this Catalog. We do not offer College Level Examination Program testing nor do we offer Advanced Placement Tests.

We do offer achievement testing or challenge examination. A challenge exam is a test which is administered to determine whether a student has previously mastered the content and material in a particular course. A student who desires to attempt a challenge exam for a particular course must seek assistance through the Student Advisor, who will arrange for the testing, and pay a challenge exam fee, as described in the Tuition and Fees section of this Catalog. The challenge exam will be equivalent to the final examination administered by the faculty in the normal course of the conduct of that course. Upon completion of the challenge exam, the Student Advisor will arrange for at least two members of the faculty to grade the exam, who must agree on the determination of a grade for the examination. If two faculty members do not agree, the Student Advisor will arrange for a third faculty member to score the exam, or seek evaluation from the Vice President for Academic Affairs. When the score has been determined, the Student Advisor will inform the student of the result. If a student is adjudged to have failed the examination, he or she will not receive credit for the course. If a student is determined to have passed the examination with a score of C, he or she will receive waiver credit for the course. Waiver credit means that a student will not be required to take the course, but the student will not receive credit for completion of the course on the official transcript. If a student is determined to have passed the examination with a score of A or B, he or she will be awarded full credit for the course and the grade on the exam will be posted on the official transcript.

If a student disagrees with the grade assigned on the challenge exam, he or she may appeal to the Vice President for Academic Affairs. Should the student disagree with the decision of the VPAA, he or she may appeal to the Chief Academic Officer. The VPAA will assist in making such an appeal. If the results of that appeal are still unsatisfactory, the applicant may appeal the decision to

the Ethics Committee of the Board of Directors. The CAO will assist in making such an appeal, and a communication link with that committee is prominently posted on the official College website. The decision of the Committee is final.

## **THE BACHELOR OF SCIENCE IN ENTREPRENEURSHIP DEGREE**

The Bachelor of Science in Entrepreneurship Degree (B.S.E.) requires the completion of a minimum of the equivalent of 120 semester hours of work. A minimum of 30 semester hours of that work must be completed at Carland College, and a maximum of 90 semester hours may be transferred to the College, in accordance with the transfer policies outlined in this Catalog.

### **GENERAL EDUCATION REQUIREMENTS**

Carland College requires the satisfactory completion of a minimum of 44 semester hours, or their equivalent in quarter hours, in general education for the Bachelor of Science in Entrepreneurship degree. This requirement may be satisfied by the transfer of credit, in accordance with the transfer policies outlined in this Catalog. The general education requirements include:

English	6 semester hours of credit
Humanities and Fine Arts	12 semester hours of credit
Coursework must include at least three discipline areas, chosen from art, communication, music, foreign language, philosophy, religion or speech, and at least one course must be in literature.	
Social and Behavioral Sciences	12 semester hours of credit
Coursework must include at least three discipline areas, chosen from anthropology, economics, geography, political science, psychology or sociology, and at least one course must be in history.	
Natural Sciences and Mathematics	14 semester hours of credit
Coursework must include at least one course chosen from the mathematics discipline, at least one course chosen from mathematics, computer science or statistics, and at least two courses chosen from biological or physical sciences which will include laboratory work.	

### **CORE REQUIREMENTS**

Carland College requires the satisfactory completion of a minimum of 46 semester hours, or the equivalent in quarter hours, in business education and electives for the Bachelor of Science in Entrepreneurship degree. This requirement may be satisfied by the transfer of courses, in

accordance with the transfer policies outlined in this Catalog. The business education and elective requirements include:

Principles of Accounting	6 semester hours of credit
Principles of Economics	6 semester hours of credit
Computer Science or Computer Information Systems	3 semester hours of credit
Business Law	3 semester hours of credit
Management	3 semester hours of credit
Marketing	3 semester hours of credit
Finance	3 semester hours of credit
Business Elective approved by the Student Advisor	3 semester hours of credit
General Electives approved by the Student Advisor	16 semester hours of credit

### **MAJOR REQUIREMENTS**

Carland College requires the satisfactory completion of a minimum of 30 semester hours in Entrepreneurship for the Bachelor of Science in Entrepreneurship degree. This requirement must be satisfied by coursework taken at Carland College in specified areas. The requirements include:

Introduction to Entrepreneurship	3 semester hours of credit
Innovation and Creativity	3 semester hours of credit
Venture Organizational and Startup Issues	3 semester hours of credit
Entrepreneurial Accounting I	3 semester hours of credit
Entrepreneurial Accounting II	3 semester hours of credit
Franchising and E-Commerce Issues	3 semester hours of credit
Entrepreneurial Marketing	3 semester hours of credit
Entrepreneurial Finance	3 semester hours of credit
Introduction to Business Planning	3 semester hours of credit
The Business Plan	3 semester hours of credit

The requirements are displayed in checklist format following this section. The checklist will be completed by the Student Advisor in consultation with the student.

Upon satisfactory completion of the program of study described in this section, so attested by the faculty, Carland College will bestow the degree, Bachelor of Science in Entrepreneurship, on the student

General Education Checklist		
Student Name:	ID #:	Date:
English (6 hours)		
Course Number and Title	Semester Hours	Transferred from
Humanities/Fine Arts (12 hours)		
<b>Four</b> courses from <b>at least three</b> of the discipline areas. At least <b>one</b> course must be a <b>literature course</b> . Discipline areas: music, art, drama, foreign languages, philosophy, religion or speech/communication		
Course Number and Title	Semester Hours	Transferred from
Social/Behavioral Sciences (12 hours)		
<b>Four</b> courses from <b>at least three</b> of the discipline areas. At least <b>one</b> course must be a <b>history course</b> . Discipline areas: anthropology, economics, geography, political science, psychology or sociology.		
Course Number and Title	Semester Hours	Transferred from
Natural Science/Mathematics (14 hours)		
<b>One</b> course chosen from <b>mathematics</b> . <b>One</b> course chosen from <b>mathematics, computer science or statistics</b> . <b>Two</b> courses including laboratory work chosen from the <b>biological or physical sciences</b> .		
Course Number and Title	Semester Hours	Transferred from
Signature:	Student Advisor:	

<b>Business Education and Elective Checklist</b>			
Student Name:		ID #:	Date:
<b>Business Education Coursework (30 hours)</b>			
Course Number	Course Title	Hours	Transferred from
	Principles of Accounting I		
	Principles of Accounting II		
	Principles of Microeconomics		
	Principles of Macroeconomics		
	Introduction to Computing		
	Business Law		
	Principles of Management		
	Principles of Finance		
	Principles of Marketing		
	Business Elective		
<b>General Elective Coursework (16 hours)</b>			
Course Number	Course Title	Hours	Transferred from
Signature:		Student Advisor:	

<b>Entrepreneurship Education Checklist</b>				
Student Name:		ID #:	Date:	
<b>Entrepreneurship Coursework (30 hours)</b> <b>No grades below D and a minimum of a C average</b>				
Course Number	Course Title	Hours	Grade	Date Completed
ENT 300	Introduction to Entrepreneurship	3		
ENT 315	Innovation and Creativity	3		
ENT 330	Venture Organizational and Startup Issues	3		
ENT 345	Entrepreneurial Accounting I	3		
ENT 360	Entrepreneurial Accounting II	3		
ENT 400	Franchising and E-Commerce Issues	3		
ENT 415	Entrepreneurial Marketing	3		
ENT 430	Entrepreneurial Finance	3		
ENT 445	Introduction to Business Planning	3		
ENT 460	The Business Plan	3		
Signature:		Student Advisor:		

<b>Bachelor of Science in Entrepreneurship Graduation Checklist</b>			
Student Name:		ID #:	Date:
Required Area		Hours	Date Completed
General Education Transferred from approved colleges. Grades of D or below are not transferrable.		44	
Official transcripts on file to evidence the foregoing.			
Business Education and Electives Transferred from approved colleges. Grades of D or below are not transferrable.		46	
Official transcripts on file to evidence the foregoing.			
Entrepreneurship Education Completed at Carland College.		30	
Minimum Cumulative Quality Point Ratio of 2.0 on all Carland College work:			
I certify that the requirements for graduation have been met and submit this student for approval.			
Signature:		Student Advisor:	

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## THE MASTER OF ENTREPRENEURSHIP DEGREE

The Master of Entrepreneurship Degree (M.E.) requires the completion of a minimum of the equivalent of 30 semester hours of work, above the baccalaureate. A minimum of 18 semester hours of that work must be completed at Carland College, and a maximum of 12 semester hours may be transferred to the College, in accordance with the transfer policies outlined in this Catalog.

Carland College requires the satisfactory completion of the following courses, or their equivalent, as determined by the Student Advisor:

Entrepreneurial Innovation	3 semester hours of credit
Intellectual Property	3 semester hours of credit
Entrepreneurial Planning	3 semester hours of credit
Entrepreneurial Creation	3 semester hours of credit
Entrepreneurial Growth	3 semester hours of credit
Entrepreneurial Accounting	3 semester hours of credit
Entrepreneurial Development	3 semester hours of credit
Entrepreneurial Finance	3 semester hours of credit
Entrepreneurial Strategy	3 semester hours of credit
Entrepreneurial Leadership	3 semester hours of credit

The requirements are displayed in checklist format following this section. The checklist will be completed by the Student Advisor in consultation with the student.

Upon satisfactory completion of the program of study described in this section, so attested by the faculty, Carland College will bestow the degree, Master of Entrepreneurship, on the student

<b>Master of Entrepreneurship Checklist</b>				
Student Name:		ID #:	Date:	
Course and Number	Course Title	Hours	Grade	Date Completed
ENT 600	Entrepreneurial Innovation	3		
ENT 610	Intellectual Property			
ENT 620	Entrepreneurial Planning	3		
ENT 630	Entrepreneurial Creation	3		
ENT 640	Entrepreneurial Growth	3		
ENT 650	Entrepreneurial Accounting	3		
ENT 660	Entrepreneurial Development	3		
ENT 670	Entrepreneurial Finance	3		
ENT 680	Entrepreneurial Strategy	3		
ENT 690	Entrepreneurial Leadership	3		
Signature:		Student Advisor:		

<b>Master of Entrepreneurship Graduation Checklist</b>			
Student Name:		ID #:	Date:
Required Area	Hours	Date Completed	
Completion of Required Entrepreneurship Courses No grades below C will be accepted.	30		
Official transcripts on file to evidence any transfers involved.			
Minimum Cumulative Quality Point Ratio of 3.0			
I certify that the requirements for graduation have been met and submit this student for approval.			
Signature:		Student Advisor:	

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## TUITION AND FEES

Carland College reserves the right to change tuition and fees without notice. In the event that we do execute an increase, the tuition and fees described in this Catalog will be in effect throughout the completion of a student's program of study, so long as that student is continuously enrolled, or meets one of the exceptions to continuous enrollment described in earlier sections of this document. Please note that all tuition and fees are denominated in U.S. dollars.

Specifically, if a student decides not to enroll in any course for two consecutive semesters, that student will be dismissed from the College. If he or she decides to return at some future date, he or she will be required to contact the VPAA to apply for readmission. If accepted for readmission, the student will be subject to the Catalog in force at the time of readmission, except as provided for students granted leaves of absence, described elsewhere in this Catalog.

### APPLICATION FEES

Currently, there are no application fees in force. We reserve the right to change that policy without notice.

### UNDERGRADUATE TUITION

Undergraduate tuition is \$80.00 per semester credit hour. We expect textbooks and materials to typically run about \$150 per course. The typical undergraduate student will transfer a maximum of 90 semester hours of credit and will complete a minimum of 30 semester hours of credit, 10 courses, at Carland College. Consequently, the estimated total cost of the tuition is \$2,400, and the projected cost of books and materials is \$1,500. The rate of tuition will not change so long as a student is continuously enrolled, however, the cost of books and materials are subject to change without notice.

Books and videos are included in the tuition for some courses, however, instructors may require outside books or supplemental materials which we do not provide. When outside materials are needed, our faculty makes every effort to select outstanding educational support materials which are also affordable.

### MASTER'S LEVEL TUITION

Master's level tuition is \$133.00 per semester credit hour. We expect textbooks and materials to typically run about \$150 per course. The typical master's student will complete 30 semester hours

of credit, 10 courses, at Carland College. Consequently, the estimated total cost of the tuition is \$3,990, and the projected cost of books and materials is \$1,500. The rate of tuition will not change so long as a student is continuously enrolled, however, the costs of books and materials are subject to change without notice.

### **GRADUATION FEES**

When a student is nearing completion of the requirements for graduation from any program of study, his or her Student Advisor will assist in processing an application for graduation. This application must be accompanied by a fee of \$75.00. This fee is used to cover the cost of the preparation of a diploma and other expenses associated with graduation.

### **CHALLENGE EXAM FEES**

Challenge exams, governed by the policy displayed elsewhere in this Catalog, are scheduled by the Student Advisor upon request by a student. An exam fee of \$100.00 per exam must be paid prior to the administration of the exam.

### **TRANSCRIPT FEES**

Official transcripts will be mailed upon request by any current or historic student of the College. This request must be in writing and it must be accompanied by a fee of \$10.00 per addressee.

<b>Schedule of Tuition and Fees</b>	
Application Fee	\$0.00
Undergraduate Tuition <sup>1</sup>	\$80.00 per Semester Hour
Master's Level Tuition <sup>1</sup>	\$133.00 per Semester Hour
Graduation Fees	\$75.00
Challenge Exam Fees	\$100.00
Transcript Fees	\$10.00 per Addressee
<sup>1</sup> Does not include the cost of books or materials; these will be available for purchase, and the prices for these items will vary	

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## CANCELLATIONS AND REFUNDS

A class must be cancelled by the Student Advisor by the end of the first week of the semester. A full refund of all tuition and fees will be made for a class cancellation. A student may withdraw from a class at any time prior to the last Friday of the semester. If the withdrawal occurs by the end of the fourth week of a minimester, a full refund of all tuition and fees will be made. There will be no refunds for withdrawals after the fourth week of a minimester.

<b>Schedule of Refunds of Tuition and Fees</b>	
Application Fees, Graduation Fees, Challenge Exam Fees, and Transcript Fees	Non Refundable
Tuition for a class dropped in the first week of the Semester	Fully Refundable
Tuition for a class withdrawal during the first four weeks of the Minimester	Fully Refundable
Tuition for a class withdrawal after the fourth week of the Minimester	Non Refundable

## FINANCIAL AID AND FINANCING

Students of Carland College are not currently eligible for federal financial aid or loans. We have developed a loan program which allows students to finance their tuition. Students interested in the details of the loan program should discuss it with their Student Advisors. Of course, students are free to pursue their own financing options from private lenders and other sources.

## FACULTY SENATE

The Faculty Senate is composed of all members holding faculty appointment letters. An autonomous unit, the Senate reports to the Chief Academic Officer. The Faculty Senate is responsible and accountable for:

1. The quality, relevancy, currency, effectiveness, and continuous improvement of all programs of study in the College;
2. For the efficacy, fairness, and continuous improvement of the grading and evaluation systems used to measure student progress and performance;
3. For the adequacy, availability, usefulness, and continuous improvement of the library resources for the College;
4. For the evaluation of course and program effectiveness, student learning, retention and graduation effectiveness, and student and faculty satisfaction; and,
5. For supporting the process of faculty participation in the decision making processes of the College.

The Senate will make its own rules of conduct and will elect such officers and appoint such committees as it sees fit. At a minimum, the Faculty Senate will elect a Chair and a Secretary. At a minimum, it will develop practices which will preserve its actions and recommendations and make those available to all full-time and all part-time faculty. Any faculty member, full-time or part-time must have access to the Senate and have the ability to bring a matter before the Senate for its consideration. The Senate will establish its own meeting schedule, but must have at least one meeting annually. It will report to the Chief Academic Officer annually, the identities of all Senators, the Chair and the Secretary of the Senate, and the identities of any other officers or committee chairs which it might decide to elect.

### SENATE PROCEDURES

The Senate will establish procedures to process, review, and approve new courses, new curricula, changes to courses, changes to curricula, and changes to evaluation processes. Any faculty member may propose a new course or a new program of study, or propose a change to an existing course or

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an existing program of study. All such proposals must be evaluated by the Senate. At a minimum, the Senate must consider:

1. Whether a proposal conforms to the vision and mission of the College;
2. Whether the resources of the organization are adequate to support the proposal, or whether the proposal is important enough to merit the acquisition of additional resources;
3. Whether a proposal will improve the relevancy, currency, or effectiveness of College offerings;
4. Whether the amount of credit to be awarded is appropriate, and whether the level of the proposed credit is appropriate; and,
5. Whether a proposal will improve the overall quality of the curriculum and/or improve the learning experience and the educational outcomes for students.

The Senate will establish procedures to monitor the currency and effectiveness of the programs of study and curricula in the College, and the efficacy of student evaluation processes. It will establish practices to evaluate all programs of study on an annual basis and will design processes to ensure continuous improvement in all programs of study and in student evaluation processes.

The Senate will create a library committee made up of its members, and the Senate will establish procedures to monitor library use, evaluate student experience with the library, evaluate faculty experience with the library, examine the holdings of the library with respect to the support required for the various courses and programs of study, as well as the needs of the faculty. It will examine the annual budget allocated to the library. It will establish practices and design processes to ensure continuous improvement in the operations and holdings of the library.

The Senate will appoint faculty evaluation committees, as it sees fit, to participate in the annual evaluation of all faculty members. These committees will evaluate each faculty member in relation to his or her performance and expectations, as detailed in the appointment letter. Each committee will submit its written evaluation to the immediate superior of the individual faculty member, prior to that officer's annual evaluation of the faculty member.

The Senate will appoint administrative evaluation committees, as it sees fit, to participate in the annual evaluation of all administrative officers. These committees will evaluate each administrator

in relation to his or her performance and expectations, as detailed in the employment letter. Each committee will submit its written evaluation to the immediate superior of the individual administrator, prior to that officer's annual evaluation of the administrator.

Upon request by the Chief Academic Officer, the Senate will appoint faculty evaluation committees to participate in personnel searches and to prepare hiring and reappointment recommendations for administrative personnel and for faculty members.

### **SENATE RECOMMENDATIONS**

The Senate will present written recommendations for actions associated with the execution of its responsibilities to the Chief Academic Officer, at least annually. Should the Senate find the actions of the Chief Academic Officer to be unsatisfactory with respect to its recommendations, it may appeal to the Ethics Committee of the Board of Directors. Should it be dissatisfied with the resulting decision of the Ethics Committee, it may appeal to the Board of Directors. The decision of the Board of Directors will be final.

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## ACADEMIC CALENDAR

Carland College bases its academic calendar on three, sixteen week semesters, per year. Each semester is divided into two, eight week minimesters. Most courses are scheduled as three semester hour courses during a single minimester. The calendar for academic years 2009 and 2010 is displayed in the table on the following page.

Registration for every course is handled by the Student Advisor. Students do not have access to the registration system. Two weeks prior to the beginning of each minimester, the Advisor will contact the student through the student's official email address, and discuss the registration needs for the following minimester. Upon approval by the student, the Advisor will register the student for the appropriate classes, and arrange to have the student billed for the tuition.

Tuition must normally be paid by the end of the first day of classes for the minimester. Failure to pay the tuition by the end of the work day will result in the student being dropped from the roll.

Late registration will be permitted only through the end of the first week of the minimester, and tuition must be paid on the day of late registration. Students desiring to late register for a course must contact their Student Advisor and make arrangements to process the late registration.

Grades must be turned in by 9:00 AM on Monday, following the end of each minimester. Student grades will be posted for their inspection by the end of the work day on that same Monday.

A student may withdraw from a class at any time prior to the last Friday of the minimester. To process a withdrawal, a student must contact his or her Student Advisor, and arrange to withdraw from the class. Refunds will be based upon the refund policy published in the Tuition and Fees section of this Catalog.

A student may drop a class within the first week of a minimester. Dropping a class means that fees will be refunded and no record will be made on the official transcript that the student had been enrolled in the course. Students desiring to drop a class, must contact their Student Advisors and arrange for their removal from the roll during the first week of the minimester.

Academic Calendar for 2009 and 2010		
Summer Semester, 2009, begins	First Minimester begins	May 4, 2009
	First Minimester ends	June 26, 2009
	Second Minimester begins	June 29, 2009
Summer Semester, 2009, ends	Second Minimester ends	August 21, 2009
Fall Semester, 2009, begins	First Minimester begins	August 31, 2009
	First Minimester ends	October 23, 2009
	Second Minimester begins	October 26, 2009
Fall Semester, 2009, ends	Second Minimester ends	December 18, 2009
Spring Semester, 2010, begins	First Minimester begins	January 4, 2010
	First Minimester ends	February 26, 2010
	Second Minimester begins	March 1, 2010
Spring Semester, 2010, ends	Second Minimester ends	April 23, 2010
Summer Semester, 2010, begins	First Minimester begins	May 3, 2010
	First Minimester ends	June 25, 2010
	Second Minimester begins	June 28, 2010
Summer Semester, 2010, ends	Second Minimester ends	August 20, 2010
Fall Semester, 2010, begins	First Minimester begins	August 30, 2010
	First Minimester ends	October 22, 2010
	Second Minimester begins	October 25, 2010
Fall Semester, 2010, ends	Second Minimester ends	December 17, 2010

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## MULTIMEDIA, ON DEMAND INSTRUCTION AND REQUIREMENTS

Carland College delivers all of its instructional materials electronically through a variety of media including streaming video, pdf text files, podcasting, email, and electronic learning systems. Interaction with other students and with instructors occurs through message board postings, email, chat rooms, and interactive video. To ensure a high level of interaction and involvement, course syllabi will generally require a minimum of one faculty to student interchange each week, and a minimum of two student to student interchanges each week.

Students should be proficient in the use of email, Word, and Excel, and should be experienced in using a web browser and Internet search engines. Students will require Internet access, and we strongly recommend that students have access to high speed Internet access. Students without high speed access will spend significantly more time working within the online e-learning environment.

Students must own their own computers with Internet access. They will require a modern computer system which is capable of playing streaming video and which is equipped with a camera. Students will be expected to become familiar with web conferencing software.

A indoctrination program which introduces students to the Learning Management System and other e-learning tools will be conducted by the Student Advisor immediately after acceptance into the College and before the student begins study. Any questions or difficulties which might arise at any time should be addressed to the Student Advisor.

The Student Advisor will also serve as the technology advisor and academic support services agent. All questions and issues should be referred to the Student Advisor who will be available during normal office hours, or will respond to email queries within 24 hours. Any student who experiences difficulties with his or her Student Advisor, or who feels the need for support beyond that being provided by the Student Advisor, should contact the Chief Academic Officer.

## STUDENT RECORDS

Upon acceptance to the College, the office of the Vice President for Academic Affairs will establish a student record in the official files of the College. This record will contain the application materials, described elsewhere in this Catalog, and the results of any action taken, or decisions made, by any College officers, as well as information about the Student Advisor assigned. Information about the student's chosen major and the Volume Number of the Catalog which will govern his or her involvement with the College will be recorded.

As the student progresses through his or her chosen program of study, the record will be updated to reflect that progress. As a Student Advisor registers a student for a course, the record will so indicate. Any drops or withdrawals will be noted in the record, and instructors for each course will be required by the Chief Academic Officer to submit reports of grades assigned for entry into the student record.

Records of counseling and advising discussions with a student will be forwarded by the Student Advisor for deposit in the student record.

The student record will reflect the academic standing of the student at all times. Any withdrawal from the College or dismissal from the College will be recorded in the student record, as will be the results of any application for readmission. Requests for transcripts will be recorded. Graduation and degrees conferred will also be recorded. An official student transcript showing all courses attempted and completed, and degrees conferred will be part of the student record. Student records will be kept permanently, regardless of whether a student completes a program of study.

Consistent with federal and state law, the security, confidentiality, and integrity of the student records must be protected. Accordingly, each student will be assigned a student identification number upon acceptance to the College. This number will be the official identifier throughout the student's involvement with the College, and the student's social security number will not be recorded in any electronic file or record. The social security number, which will be required as part of the application, will be retained only in a locked physical file, and accessible only by an officer or staff member so authorized by the Chief Academic Officer.

Access to the student record will be limited to the Student Advisor and officers or staff members so authorized by the Chief Academic Officer. Any student may request a copy of his or her record at any point in time, by contacting the Student Advisor. No other persons will be allowed access to student records, except as required by a court of law.

**PUBLIC INFORMATION**

Under the provisions of the Family Educational Rights and Privacy Act of 1974, the following information is considered to be public information and can be provided without the consent of the student:

- name,
- address,
- telephone listing,
- date and place of birth,
- major field of study,
- participation in officially recognized activities or sports,
- dates of attendance,
- degrees and awards received, and
- most recent previous educational agency or institution attended.

A request for any of the foregoing information must be directed to the Chief Academic Officer. The CAO will determine, in his or her sole judgement, whether the request has been made by an individual or agency with a legitimate interest. In such cases, the CAO will authorize release of the requested information. A record of the request and the action taken will be made in the student record.

**DISPOSITION OF RECORDS**

In the event that Carland College discontinues operations, the Chief Academic Officer will convey all student records to the North Carolina State Archives, Academic Records Division, Raleigh, North Carolina, for permanent storage and disposition.

## CONTRACTS AND INSTITUTIONAL AGENTS

Carland College requires each of the organizations and companies with which it contracts to have a record of sound, professional conduct and competence, and to exhibit a high level of quality in the products and services that it delivers. To that end, the Chief Executive Officer requires an annual review of all organizations and companies with which the College contracts. This annual review is conducted by the Finance Committee of the Board of Directors and is the basis for contract renewal or continuance.

In no case does any contract or relationship create an agency relationship between the College and any other organization. The only agents of the College are its officers and directors, and the College is not an agent for any other organization, firm or entity.

A list of the organizations with which the College contracts, together with their addresses and contact information, is maintained in the office of the Chief Executive Officer. This information will be available for review by any interested party at any time during normal business hours.

## FACULTY

The Chief Academic Officer evaluates the credentials of a prospective faculty member. If the Chief Academic Officer determines that , makes a determination, and presents a recommendation to the Chief Executive Officer. Upon approval by the CEO, the CAO will direct the Vice President for Academic Affairs to offer a contract to the individual. Carland College does not grant tenure.

The contract will explain the expectations and requirements, and detail the terms of the contract. In most cases, the contract will be for a five year term, but subject to an annual review.

The members of the Faculty are authorized to teach undergraduate classes and to serve as Student Advisors. All members of the Faculty must hold at minimum a Master's degree, and a majority of the Faculty must have completed work beyond the Master's.

The members of the Graduate Faculty are authorized to teach graduate classes. All graduate faculty members must hold the doctorate.

Graduate faculty members, and faculty members are listed on the following page. Their names are followed by their academic ranks, and their academic credentials.

**GRADUATE FACULTY MEMBERS**

James W. Carland, Jr., Professor; Ph.D., University of Georgia, 1982; M.B.A., Western Carolina University, 1977; B.A., University of North Carolina at Asheville, 1968.

JoAnn C. Carland, Professor; Ph.D., University of Georgia, 1981; M.A.Ed., Western Carolina University, 1978; A.B., Meredith College, 1969.

Janet L. Dye, Professor; Ph.D., Columbia Pacific University, 1994; M.Acc., University of Illinois, 1978; B.A., University of Illinois, 1976.

Nancy Kolenbrander, Professor; M.L.S., University of Michigan, 1972; M.S., Western Carolina University, 1993

Claudia Rawlins, Professor; Ph.D., Arizona State University, 1983; M.B.A., California State University, Chico, 1977; B.A., University of California, 1968.

**FACULTY MEMBERS**

Ranjeev Cardoza, Instructor; M.B.A., Certificate in Entrepreneurship, Western Carolina University, 2003; B.B.A., St. Aloysius College, 1998.

James W. Carland, III, Instructor; M.E., Western Carolina University, 2005; M.S., Western Carolina University, 1997; M.B.A., Western Carolina University, 1995; B.S.B.A., Western Carolina University, 1993.

Jason W. Carland, Instructor; M.E., Western Carolina University, 2005; M.B.A., Western Carolina University, 1997; B.S.B.A., Western Carolina University, 1995.

Thomas H. Stevens, Instructor; M.E., Western Carolina University, 2007; B.S.B.A., Western Carolina University, 2005.

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## COURSE DESCRIPTIONS

### **ENT 300      INTRODUCTION TO ENTREPRENEURSHIP      3 CREDIT HOURS**

Objectives for the course: The students will be able to:

- Enumerate the Who, What, Where, When, How, and Why, of the purchase decision;
- Explain the approaches to pricing for goods and services;
- Estimate start-up costs;
- Determine break even and target sales levels; and,
- Prepare an assessment of feasibility for an entrepreneurial project.

Methodology for attainment of objectives:

There will be a variety of inputs to the course. Texts, readings and videos will address the specific objectives of the course. Peer interaction and instructor interaction will be facilitated by means of an electronic message board. Examinations and instructor posed questions on the Message Board will provide an opportunity for reflection.

### **ENT 315      INNOVATION AND CREATIVITY      3 CREDIT HOURS**

Objectives for the course: The students will be able to:

- Comprehend personality typology and individual strengths and weaknesses;
- Explain the concept of paradigms as they relate to creativity, innovation, and understanding;
- Differentiate activities common to the right and left sides of the brain;
- Illustrate the differences between creativity and innovation, and between enhancement and invention;
- Discuss the role of research and development in small and in large businesses; and,
- Anticipate how and when a paradigm should be broken.

Methodology for attainment of objectives:

There will be a variety of inputs to the course. Texts, readings and videos will address the specific objectives of the course. Peer interaction and instructor interaction will be facilitated by means of an electronic message board. Examinations and instructor posed questions on the Message Board will provide an opportunity for reflection.

### **ENT 330      VENTURE ORGANIZATIONAL AND STARTUP ISSUES      3 HOURS**

Objectives for the course: The students will be able to:

- Discuss the pros and cons of the various forms of business;
- Articulate marketing and advertising techniques and approaches;
- Discuss e-commerce options and explain the use of the Internet for communication;
- Explain management operations, human resource recruiting and evaluation; and
- Evaluate start-up financing options and sources.

Methodology for attainment of objectives:

There will be a variety of inputs to the course. Texts, readings and videos will address the specific objectives of the course. Peer interaction and instructor interaction will be facilitated by means of an electronic message board. Examinations and instructor posed questions on the Message Board will provide an opportunity for reflection.

**ENT 345      ENTREPRENEURIAL ACCOUNTING I      3 CREDIT HOURS**

Objectives for the course: The students will be able to:

- Describe the sales process incorporated in QuickBooks;
- Explain how to track revenue;
- Articulate the process of managing expenses;
- Perform a bank reconciliation;
- Produce reports and graphs;
- Illustrate the process of company file setup and maintenance; and
- Demonstrate how to customize QuickBooks.

Methodology for attainment of objectives:

There will be a variety of inputs to the course. Texts, readings and videos will address the specific objectives of the course. Peer interaction and instructor interaction will be facilitated by means of an electronic message board. Examinations and instructor posed questions on the Message Board will provide an opportunity for reflection.

**ENT 360      ENTREPRENEURIAL ACCOUNTING II      3 CREDIT HOURS**

Objectives for the course: The students will be able to:

- Describe the process of budgeting, forecasting and business planning using QuickBooks;
- Explain how to track inventory;
- Prepare estimates and sales orders;
- Illustrate the process of pass-throughs, payroll, time tracking, and sales tax; and
- Demonstrate how to perform adjustments and year-end procedures.

Methodology for attainment of objectives:

There will be a variety of inputs to the course. Texts, readings and videos will address the specific objectives of the course. Peer interaction and instructor interaction will be facilitated by means of an electronic message board. Examinations and instructor posed questions on the Message Board will provide an opportunity for reflection.

**ENT 400      FRANCHISING AND E-COMMERCE ISSUES      3 CREDIT HOURS**

Objectives for the course: The students will be able to:

- Describe the types of franchising arrangements;
- Explain the advantages and disadvantages of becoming a franchisee;
- Discuss the advantages and disadvantages of becoming a franchisor;
- Illustrate the process of e-commerce;

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Demonstrate how to use the Internet to support marketing; and,  
Illustrate the use of the Internet in a communication support effort.

Methodology for attainment of objectives:

There will be a variety of inputs to the course. Texts, readings and videos will address the specific objectives of the course. Peer interaction and instructor interaction will be facilitated by means of an electronic message board. Examinations and instructor posed questions on the Message Board will provide an opportunity for reflection.

### **ENT 415      ENTREPRENEURIAL MARKETING**

**3 CREDIT HOURS**

Objectives for the course: The students will be able to:

- Describe the process of positioning and segmentation;
- Discuss new product and service offerings, pricing and distribution;
- Explain how new products or services are rolled out to the market;
- Discuss sales management, promotion and viral marketing;
- Illustrate the process of advertising;
- Demonstrate the role of marketing in hiring and raising capital; and
- Illustrate the role of branding.

Methodology for attainment of objectives:

There will be a variety of inputs to the course. Texts, readings and videos will address the specific objectives of the course. Peer interaction and instructor interaction will be facilitated by means of an electronic message board. Examinations and instructor posed questions on the Message Board will provide an opportunity for reflection.

### **ENT 430      ENTREPRENEURIAL FINANCE**

**3 CREDIT HOURS**

Objectives for the course: The students will be able to:

- Describe basic financial and economic concepts;
- Discuss financial management;
- Explain financial statements;
- Analyze financial statements;
- Illustrate the break even process;
- Prepare financial forecasts and pro forma financial statements; and,
- Illustrate the process of working capital management.

Methodology for attainment of objectives:

There will be a variety of inputs to the course. Texts, readings and videos will address the specific objectives of the course. Peer interaction and instructor interaction will be facilitated by means of an electronic message board. Examinations and instructor posed questions on the Message Board will provide an opportunity for reflection.

**ENT 445      INTRODUCTION TO BUSINESS PLANNING****3 CREDIT HOURS**

Objectives for the course: The students will be able to:

- Describe business plan considerations;
- Discuss the importance of the cover sheet and the table of contents;
- Explain the role of the executive summary;
- Prepare the organizational plan;
- Prepare the marketing plan;
- Prepare the financial documents; and,
- Illustrate the supporting documents.

Methodology for attainment of objectives:

There will be a variety of inputs to the course. Texts, readings and videos will address the specific objectives of the course. Peer interaction and instructor interaction will be facilitated by means of an electronic message board. Examinations and instructor posed questions on the Message Board will provide an opportunity for reflection.

**ENT 460      THE BUSINESS PLAN****3 CREDIT HOURS**

Objectives for the course: The students will be able to:

- Synthesize the information in the program;
- Incorporate the techniques and processes into a finished business plan;

Methodology for attainment of objectives:

There will be a variety of inputs to the course. Texts, readings and videos will address the specific objectives of the course. Peer interaction and instructor interaction will be facilitated by means of an electronic message board. Examinations and instructor posed questions on the Message Board will provide an opportunity for reflection.

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## GRADUATE COURSE DESCRIPTIONS

### **ENT 600      ENTREPRENEURIAL INNOVATION      3 SEMESTER CREDIT HOURS**

Objectives for the course: The students will be able to:

- Better understand themselves and each other, their strengths and weaknesses, and the ability to choose the best direction for themselves and their companies;
- Explain the concept of innovation and the elements of creativity;
- Understand how innovation can work within companies;
- Differentiate in the activities common to the right and left sides of the brain;
- Understand and participate in mind expanding exercises;
- Know when paradigms should be broken and how one can create more successful businesses; and,
- Elaborate upon the culture and environment which make innovation possible within organizations.

Methodology for attainment of objectives:

There will be a variety of inputs to the course. Texts, readings and videos will address the specific objectives which are to better understand yourself, your strengths and weaknesses and your proclivity toward innovation and creativity, to create an environment in which creativity can thrive and to stretch your minds.

### **ENT 610      INTELLECTUAL PROPERTY      3 SEMESTER CREDIT HOURS**

Objectives of this course: The students will be able to:

- Define and explain the various types of Intellectual Property;
- Demonstrate a knowledge of how the various types of Intellectual Property can be protected in an Entrepreneurial Venture;
- Prepare the various registrations for protection of Intellectual Property;
- Discuss when Intellectual Property protection should be sought in an Entrepreneurial Venture;
- Explain how to use Intellectual Property in establishing and growing an Entrepreneurial Venture; and,
- Prepare a Provisional Patent Application for an Entrepreneurial Venture.

Methodology for attainment of objectives:

There will be a variety of inputs to the course. Texts, readings and videos will address the specific objectives which are to explain the value of Intellectual Property to a venture and demonstrate how to create it and protect it for the venture. The deliverable is a provisional patent for the venture.

### **ENT 620      ENTREPRENEURIAL PLANNING      3 SEMESTER CREDIT HOURS**

Objectives for the course: The students will be able to:

- Differentiate between Microentrepreneurs, Entrepreneurs and Macroentrepreneurs and the visions of business;
- Understand marketing tools and how to initiate marketing to target areas as well as how to promote products or services;
- Understand the importance of accounting to the business from startup;
- Estimate price and cost as they relate to startup; and,
- Comprehend the initiation and management of inventory, risk and human resources.

Methodology for attainment of objectives:

There will be a variety of inputs to the course. Texts, readings and videos will address the specific objectives which are to introduce students to the types of entrepreneurs and their visions thus allowing the students the means by which to identify with a particular career path. These materials establish the means to identify a target market, the importance of understanding accounting and feasibility, the methods used for estimation of prices and costs when there is no existing model, the process of inventory management and control, risk management, and how to recruit and hire the appropriate people.

**ENT 630      ENTREPRENEURIAL CREATION      3 SEMESTER CREDIT HOURS**

Objectives for the course: The student will be able to:

- Understand the concept of venture planning and what is involved;
- Understand the laws and other legal issues which pertain to small businesses;
- Differentiate among the forms of business and evaluate the most appropriate application for various ventures;
- Differentiate among the aspects of intellectual property and how to safeguard those assets;
- Identify the components of entrepreneurial vision including such aspects as markets, competition, resources, infrastructure and strengths and weaknesses;
- Formulate and delineate entrepreneurial strategies, including market penetration, competitive advantage, and sustainability;
- Differentiate between entrepreneurial leadership and traditional management; and,
- Prepare the contents of a business plan suitable for presentation to informal investors.

Methodology for attainment of objectives:

There will be a variety of inputs to the course. Texts, readings and videos will address the specific objectives which are to truly understand what is involved in venture creation, the legal issues with which small businesses will be faced, the appropriate form of business which is best for a particular venture and why, the need to safeguard any and all intellectual property and how that is executed, as well as to strengthen your vision for your company by examining its competitiveness and sustainability. Being aware of the competition is an important component of your plan as well as learning how to penetrate a new or existing market and how to create a sustainable competitive advantage.

**ENT 640      ENTREPRENEURIAL GROWTH      3 SEMESTER CREDIT HOURS**

Objectives for the course: The student will be able to:

- Understand the personal considerations and the need for that evaluation before starting and growing a business;
- Elaborate upon the pros and cons of buying a franchise as well as the pros and cons of becoming a franchisor;
- Calculate the purchase and/or sale of a business;
- Understand the pros and cons of e-commerce for your venture;
- Understand the devastating impact of fraud on an existing business;
- Understand the importance of accounts receivable, financial and production management in a growing business; and,
- Understand the importance of the need to plan for succession in a growing business or any business.

Methodology for attainment of objectives:

There will be a variety of inputs to the course. Texts, readings and videos will address the specific objectives which are to understand the personal sacrifices which might be involved in creating and growing a venture, the

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pros and cons of starting or buying a business, as well as the considerations of becoming a franchisee. If the decision is to buy a business, then how is it valued for purchase or sale. Other considerations in growing businesses involve the decision to grow through e-commerce, understand how to prevent fraud, the importance of accounts receivable, financial and production management as well as the harvest of your venture when you decide to leave the business.

**ENT 650      ENTREPRENEURIAL ACCOUNTING      3 SEMESTER CREDIT HOURS**

Objectives for the course: The student will be able to:

- Understand the tools required to keep your records;
- Apply the tools of forecasting;
- Determine feasibility;
- Understand the power of CVP to a new and existing business;
- Comprehend the accounting skills required in business; and,
- Create a cash flow forecast for five years as well as the monthly requirements for working capital and breakeven analysis.

Methodology for attainment of objectives:

There will be a variety of inputs to the course. Texts, readings and videos will address the specific objectives which are to understand the value of accounting to your venture and how to apply its tools such as forecasting, feasibility and the power of the cost-volume-profit concept to your business as it grows. The deliverable in this course is a cash flow forecast for five years as well as monthly requirements for working capital and breakeven.

**ENT 660      VENTURE DEVELOPMENT      3 SEMESTER CREDIT HOURS**

Objectives of the course: The student will be able to:

- Prepare a business plan with a financing focus; and,
- Use the plan to sell prospective investors or lenders on the idea of funding the venture.

Methodology for attainment of objectives:

There will be a variety of inputs to the course. Texts, readings and videos will address the specific objectives which are to complete the business plan with a finance focus, which can be used to influence potential lenders or investors to fund the project.

**ENT 670      ENTREPRENEURIAL FINANCE      3 SEMESTER CREDIT HOURS**

Objectives of this course: The students will be able to:

- Understand the components of startup funding;
- Realize when mezzanine funding is mandated;
- Become familiar with the various types of resources for mezzanine funding;
- Calculate component percentages for horizontal and vertical ratio analysis;
- Evaluate performance using financial measures; Detect fraud schemes;
- Understand how to prevent fraud from occurring in your business;
- Establish the value of a business for the purposes of buying, selling, or merger;
- Understand harvesting strategies with particular attention to ESOPs.

Methodology for attainment of objectives:

There will be a variety of inputs to the course. Texts, readings and videos will address the specific objectives which are to be able to differentiate the requirements of startup vs mezzanine funding and discover their sources and uses, to be able to calculate component percentages for ratio analysis and evaluate performance of the venture. In addition, it is important to be able to detect and prevent fraud and to understand your harvesting strategies including ESOPS.

**ENT 680      ENTREPRENEURIAL STRATEGY      3 SEMESTER CREDIT HOURS**

Objectives of this course: The students will be able to:

- Understand the importance of strategic planning;
- Differentiate between the traditional view and the entrepreneurial view of strategy crafting and implementation;
- Explain the crafting, creation, emergence and implementation of strategies in an entrepreneurial environment;
- Distinguish between Entrepreneurial vision and traditional strategic vision of companies;
- Explain how structure limits strategy;
- Determine the attributes of entrepreneurial leadership;
- Understand the elements of entrepreneurial compensation and how best to structure them; and,
- Differentiate the end game strategies of harvesting and/or succession.

Methodology for attainment of objectives:

There will be a variety of inputs to the course. Texts, readings and videos will address the specific objectives which are to be able to understand the importance of strategic planning and the differences between strategies required for entrepreneurial ventures and large existing firms and to determine the attributes of leadership and elements of compensation and succession.

**ENT 690      ENTREPRENEURIAL LEADERSHIP      3 SEMESTER CREDIT HOURS**

Objectives for the course: The students will be able to:

- Understand the value of leadership to an entrepreneurial venture;
- Articulate successful leadership strategies;
- Evaluate the leadership role and the strategies of the venture; and,
- Describe what makes a venture successful.

Methodology for attainment of objectives:

There will be a variety of inputs to the course. Texts, readings and videos will address the specific objectives which are to articulate and evaluate leadership in entrepreneurial ventures by examining a number of successful ventures in the past and identifying those characteristics of its leaders.

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