



ATHENS STATE UNIVERSITY
BOARD OF TRUSTEES
BOARD AGENDA
October 18, 2013
2:00 pm

- I. Call to Order**
- II. Public Comment**
 - **Dr. Mark Durm**
Topic: Proposal for Faculty Advisory Committee to the Board
- III. Roll Call**
- IV. Approval of Agenda**
- V. Approval of Minutes (July 19, 2013)**
- VI. Old Business, Pending Motions and Resolutions**

Board meeting dates approved on July 19, 2013 for 2014.
Time change for:
January 17, 2014 to 2:00 pm
April 18, 2014 to 2:00 pm
Shared Governance Document
- VII. New Business, Pending Motions and Resolutions**

Amend Rules of Procedure:
V. Order of Business Item C. Public Comment
VIII. Second paragraph
Board of Trustees Conflict of Interest Form
Board of Trustees Roles and Responsibilities
Appointment of Compensation Sub-Committee
Board Self-Evaluation Process
Property Resolution
Resolution for Legislative Act 2013-423
Board of Visitors – Nomination/Appointment Process
MOU/Tuition Assistance Agreement with Alabama Department of Postsecondary Education
Information Assurance: New Major in College of Business
- VIII. Other Business**

University Strategic Plan – Dr. Ron Cromwell, Provost/Vice President for Academic Affairs

Area Updates

 - Dr. Ron Cromwell, Provost/Vice President for Academic Affairs
 - Mr. Rick Mould, Vice President for University Advancement
 - Ms. Sarah McAbee – Interim Vice President for Enrollment & Student Services
 - Ms. Belinda Krigel – Chief Information Officer
 - Mr. Damon Lares – Presiding Officer, Staff Senate
 - Dr. Mark Durm – Presiding Officer, Faculty Senate
 - Mr. Mike McCoy – Vice President for Financial Affairs
 - President's Report
- IX. Report and Closing Comments of Board Members**

X. Adjourn

DRAFT

**ATHENS STATE UNIVERSITY
BOARD OF TRUSTEES
BOARD MEETING
JULY 19, 2013**

The Athens State University Board of Trustees (also referred herein as the Board) held a meeting at 2:00 p.m. on Friday, July 19, 2013 in the Sandridge Student Center Ballroom to consider University matters.

**PRESIDING: DR. SANDRA SIMS-deGRAFFENRIED
CHAIR PRO TEMPORE OF THE BOARD**

The Board of Trustees meeting was called to order at 2:08 p.m. by Dr. Sandra Sims-deGraffenried.

PUBLIC COMMENT

There were no individuals registered to address the Board of Trustees.

ROLL CALL

On roll call, the following Board members were present and constituted a quorum to conduct business:

Dr. Sandra Sims-deGraffenried
Ms. Cathy Dickens
Mr. Garth Lovvorn
Mr. Macke Mauldin
Ms. Maxine Randolph
Mr. Clint Shelton

Also present were Dr. Robert Glenn, President of Athens State University and Ms. Jackie Gooch, Recording Secretary. Governor Robert Bentley, Dr. Mark Heinrich, Ms. Mary Scott Hunter, Senator Arthur Orr and Mr. Tazewell Shepard were absent.

APPROVAL OF AGENDA

On a motion made by Mr. Macke Mauldin and seconded by Mr. Garth Lovvorn the Board approved the agenda by affirmative votes (6-0) of members present.

APPROVAL OF MINUTES

On a motion made by Mr. Garth Lovvorn and seconded by Ms. Cathy Dickens, the Board approved the minutes of the April 19, 2013 Board meeting by the affirmative votes (6-0) of members present.

OLD BUSINESS, PENDING MOTIONS AND RESOLUTIONS

There was no old business, pending motions and resolutions before the Board.

NEW BUSINESS, PENDING MOTIONS AND RESOLUTIONS

Adopt Resolution for Legal Liability Policy Coverage for Board of Trustees

On a motion made by Mr. Macke Mauldin and seconded by Ms. Cathy Dickens the Board approved the adoption of a Resolution for Legal Liability Policy Coverage for Board of Trustees by the affirmative votes (6-0) of members present.

Employment Contract for President

Dr. Sandra Sims-deGraffenried explained terms of the recommended Presidential Contract to be a roll over contract for \$200,000 per year for 3 years. Dr. Sims-deGraffenried thanked the committee of Mr. Lovvorn, Mr. Shelton and Mr. Shepard for their work on this contract. The Board members have received the proposed contract.

On a motion made by Mr. Clint Shelton and seconded by Ms. Maxine Randolph, the President's contract was approved.

Mr. Shelton amended his motion to allow Dr. Sims-deGraffenried to execute the employment contract for the President on behalf of the Board and the University. This motion was approved by the affirmative votes (6-0) of members present.

Lease, Sell, Disposal of University Property

On a motion made by Mr. Macke Mauldin and seconded by Ms. Cathy Dickens, the recommendation to grant authority to the President of the University to execute any lease, deed, or other instrument of conveyance on behalf of the University and the Board of Trustees was approved by the affirmative votes (6-0) of members present.

Tuition/Fee Schedule for AY 2013-2014

Mr. Mike McCoy provided tuition/fee schedule information to the Board and explained options. Dr. Glenn reiterated that the proposed adjustment was for face-to-face and blended courses and would only affect around 40% of Athens State students. Dr. Glenn reaffirmed that the faculty, staff and administration at Athens State is always concerned about access and affordability for the students. Mr. Mauldin stated that for the future, it would be crucial to find more efficient ways to provide education rather than raising tuition. Dr. Glenn concurred with Mr. Mauldin's statement and stated that there were other avenues being researched (i.e., guaranteeing tuition rates for students if they complete their degree within a certain timeframe).

On a motion made by Ms. Cathy Dickens and seconded by Mr. Garth Lovvorn, the tuition/fee scheduled for AY 2013-2014 was approved by the affirmative votes (6-0) of members present.

2013-2014 Budget

Mr. Mike McCoy presented the 2013-2014 budget to include a 1% cost-of-living increase for University employees.

On a motion made by Mr. Clint Shelton and seconded by Ms. Maxine Randolph, the 2013-2014 Budget was approved by the affirmative votes (6-0) of members present.

University Legal Counsel

On a motion made by Mr. Garth Lovvorn and seconded by Dr. Sandra Sims-deGraffenried, the firm of Hand Arendall, LLC was approved as University Legal Counsel for the University and further authorized the President of the University to obtain additional legal Counsel as circumstances dictate.

Mr. Lovvorn amended his motion to add the following statement: “Such legal counsel or legal firm selected by the President shall not have brought legal action against Athens State University nor any other two or four year public education institution in Alabama”.

The motion to approve Hand Arendall, LLC and add the aforementioned statement was approved by the affirmative votes (6-0) of members present.

Appointment of Board Secretary

Dr. Robert Glenn recommended that the Athens State University Board of Trustees appoint Jackie Gooch as Secretary to the Board. Dr. Glenn explained that Ms. Gooch has been performing the duties as Secretary to the Board since October 2012 and is uniquely qualified for this appointment. Dr. Glenn further explained that there would be some reorganization of duties within the President’s Office to include policy development with Ms. Gooch’s duties.

On a motion made by Mr. Macke Mauldin and seconded by Mr. Garth Lovvorn, the appointment of Ms. Jackie Gooch as Secretary to the Board was approved by the affirmative votes (6-0) of members present.

Establishment of/Appointment to Board Committees

Dr. Sandra Sims-deGraffenried provided a brief overview of the committee structure. Dr. Sims-deGraffenried thanked the trustees for their willingness to serve on the various committees.

On a motion made by Ms. Cathy Dickens and seconded by Ms. Maxine Randolph the Board approved, by affirmative votes (6-0) of members present, the establishment of the following Board Committees and appointed the trustees as indicated.

Executive Committee

Dr. Sandra Sims-deGraffenried, Chair
Tazewell Shepard
Macke Mauldin
Dr. Mark Heinrich
Dr. Bob Glenn

Committee on Finance and Facilities

Macke Mauldin, Chair
Mary Scott Hunter
Garth Lovvorn
Senator Arthur Orr
Dr. Bob Glenn
Dr. Sandra Sims-deGraffenried, ex-officio (voting)

Committee on Academics, Student Services, and Enrollment Management

Dr. Mark Heinrich, Chair
Clint Shelton
Maxine Randolph
Cathy Dickens
Dr. Bob Glenn
Dr. Sandra Sims-deGraffenried, ex-officio (voting)

Final Visit: AGB Consultant – Dr. Tom Meredith

Dr. Glenn reported that as a follow-up on the original agreement with AGB there will be a final visit from the AGB Consultant who provided Board training, Dr. Tom Meredith. Dr. Glenn recommended that Dr. Meredith conduct this final visit on the morning of October 18, 2013. Board members approved the visit by consensus.

Board Retreat and 2014 Board Meeting Dates

On a motion made by Mr. Macke Mauldin and seconded by Mr. Clint Shelton the Board approved, by affirmative votes (6-0) of members present, the following dates/times for the Board Retreat and 2014 Board meeting dates.

Board Retreat: Thursday, January 16, 2014
1:00 pm – 4:00 pm

Board Meeting Dates: Friday, January 17, 2014 at 9:00 am
Friday, April 18, 2014 at 9:00 am
Friday, July 18, 2014 at 2:00 pm
Friday, October 17, 2014 at 2:00 pm

OTHER BUSINESS

Area updates were presented to the Board of Trustees by the following individuals:

Dr. Ron Cromwell, Provost/Vice President for Academic Affairs
Mr. Rick Mould, Vice President for University Advancement
Ms. Sarah McAbee – Interim Vice President for Enrollment and Student Services
Ms. Belinda Krigel, Chief Information Officer
Ms. Lynn Frank – Presiding Officer, Staff Senate
Dr. Mark Durm – Presiding Office, Faculty Senate
Mr. Mike McCoy, Vice President for Financial Affairs

PRESIDENT'S REPORT

Dr. Glenn provided the dates of the AGB Conference for 2014. Dr. Glenn requested that the Board think about who would need attend next year.

Dr. Glenn announced that Professor Laura Lynn Kerner has been tapped to receive the Girl Scouts of North-Central Alabama's Distinguished Woman Award. This award will be presented on August 8, 2013.

Dr. Glenn reported that he had appointed a Task Force on Shared Governance. This Task Force has completed their work and the document is being reviewed by University Legal Counsel. Dr. Glenn will give a final report on this document at the October Board meeting.

REPORT AND CLOSING COMMENTS OF BOARD MEMBERS

Dr. Sandra Sims-deGraffenried thanked everyone for the presentations. Dr. Sims-deGraffenried also shared a list of things learned at the AGB National Conference she attended in April.

Mr. Garth Lovvorn spoke of his recent visit to Belmont College with the Mayor of Athens, City Councilmen, County Commissioners and University Representatives. Discussion is ongoing regarding a partnership with the City, County and the University to renovate Carter Hall into a Civic Center. An RFP will be completed in the near future.

ADJOURNMENT

On a motion made by Mr. Macke Mauldin and seconded by Ms. Cathy Dickens and there being no further business, Dr. Sandra Sims-deGraffenried adjourned the Athens State University Board of Trustees meeting at 4:07 p.m.

DRAFT



ATHENS STATE UNIVERSITY BOARD OF TRUSTEES

RECOMMENDATION FOR ACTION

DATE OF BOARD MEETING: October 18, 2013

ACTION ITEM TITLE: Time Change for Board Meetings

RECOMMENDATION:

It is recommended that the Athens State University Board of Trustees change the meeting time for the January 17, 2014 and the April 18, 2014 Board meeting to 2:00 p.m.

FISCAL CONSIDERATION:

None

RATIONALE:

Chair *pro tempore* Date

Vice Chair *pro tempore* Date

President of Athens State University Date



ATHENS STATE UNIVERSITY BOARD OF TRUSTEES

RECOMMENDATION FOR ACTION

DATE OF BOARD MEETING: October 18, 2013

ACTION ITEM TITLE: Amend Rules of Procedure

RECOMMENDATION:

It is recommended that the Athens State University Board of Trustees amend article V item C and article VII in the Rules of Procedure to read:

V. Order of Business

C. Public Comment. All non-board members wishing to be heard by the Board shall be afforded such opportunity during the portion of the meeting so designated. Such comment shall be kept to no more than three (3) minutes in order that all persons shall have an opportunity to speak. Non-members shall sign up to speak, no later than 24 hours before the board meeting and note which agenda item or topic the speaker wishes to address. Comments shall be addressed to the Board and shall not include any personal or other comments addressed to any particular member of the Board. There shall be no debate and no action taken by the Board during this portion of the meeting.

VIII. Public Input

The Board recognizes the importance of allowing citizens to express their opinions on the operation of local government and encourage public participation in the local government process. The Board also recognizes the necessity for conducting orderly and efficient meetings in order to complete Board business in a timely and efficient manner.

Any non-member speaker shall give the following information when addressing the Board: name and place of residence or business address and topic. All remarks shall be addressed to the Board as a body and not to any member thereof. No person, shall be permitted to enter into any discussion, either directly or indirectly, while another speaker has the floor, without the

express permission of the President/Chair.

Speakers should make their comments concise and to the point, and present any data or evidence they wish the Board to consider. No person may speak more than once on the same subject unless specifically granted permission by the President/Chair.

FISCAL CONSIDERATION:

None

RATIONALE:

To provide clarification on the process public addresses to the Board.

Chair *pro tempore*

Date

Vice Chair *pro tempore*

Date

President of Athens State University

Date

DRAFT



ATHENS STATE UNIVERSITY BOARD OF TRUSTEES

RECOMMENDATION FOR ACTION

DATE OF BOARD MEETING:

October 18, 2013

ACTION ITEM TITLE:

Conflict of Interest Notification and Disclosure
for members of the Athens State University
Board of Trustees

RECOMMENDATION:

It is recommended that each individual Athens State University Board of Trustee complete the Conflict of Interest Notification and Disclosure Statement at the October Board meeting each year.

FISCAL CONSIDERATION:

None

RATIONALE:

To provide transparency for disclosure of conflict of interest and disclosure for members of the Athens State University Board of Trustees.

Chair *pro tempore*

Date

Vice Chair *pro tempore*

Date

President of Athens State University

Date

**Athens State University Board of Trustees
Conflict of Interest Disclosure Form**

In accordance with Article II, Section III, item b. of the Athens State University By-Laws, trustees shall avoid conflicts of interest with the University. Specifically, Trustees should not:

Knowingly participate in discussions or decision-making regarding any item in which the Trustee or his/her family has a personal financial interest.

Advocate or attempt to influence the employment of any of their family members.

Condition any actual or potential business relationship with the Board, the University, or any of its related foundations or associations on a charitable gift or contribution.

Seek or accept personal gifts or special favors from individuals or entities that provide, or seek to provide, services or supplies to the Board, the University, or any of its related foundations or associations, except as those allowed by law.

Use the authority, title, influence, or prestige of his or her position to solicit or influence the award of business to obtain a private financial, social, or political benefit, special privilege, or unique advantage for the Trustee or his family.

Engage in any other activity that a reasonable person would expect to impair the independent judgment of a Trustee in the performance of his or her public duties.

The listing set forth above is not exclusive, and Trustees are expected to discern situations in which their conduct might create a conflict of interest in other respects or contexts. In the event of any potential or actual conflict of interest, such Trustee shall fully and publicly disclose said interest and shall not participate in the discussion, debate, or voting associated with the matter. Disclosure of any situation or circumstances in doubt should be made in order to protect the Trustee and the University. Any such disclosure shall be duly noted in the minutes of the meeting of the Board of Trustees, or its committee at which such disclosure shall be made. The Board of Trustees or any duly charged committee thereof, has the responsibility for ensuring the disclosures required by the subsection, and for enforcing the required non-participation.

Name

Signature

Date



ATHENS STATE UNIVERSITY BOARD OF TRUSTEES

RECOMMENDATION FOR ACTION

DATE OF BOARD MEETING:

October 18, 2013

ACTION ITEM TITLE:

Athens State University Board of Trustees Roles
and Responsibilities

RECOMMENDATION:

It is recommended that each individual Athens State University Board of Trustee affirm the Athens State University Roles and Responsibilities at the October Board meeting each year.

FISCAL CONSIDERATION:

None

RATIONALE:

To reaffirm each Board member's commitment to their roles and responsibilities to the University.

Chair *pro tempore*

Date

Vice Chair *pro tempore*

Date

President of Athens State University

Date

Athens State University
Board of Trustees Responsibilities

1. Contribute to efforts to sustain University mission, integrity, traditions, and value. Advance initiatives that promote the University and will influence others to be a part of its mission and help realize goals.
2. Recruit, approve, support, and evaluate the University president.
3. Participate in Board committee meetings by preparing and participating effectively and with mutual respect.
4. Protect fiscal integrity, approve the University budget, monitor resources and productivity, and participate in fundraising through personal yearly contributions and advocacy.
5. Participate when feasible in campus activities and act as an engaged member of the campus community.
6. Conduct ourselves in word and action – whether a voting or non-voting trustee – from the perspective that we serve individually and collectively, the whole institution rather than any one part of it, or any individual or group within it or outside of it, or in any partisan or political cause.
7. Be thoughtful in how we represent the University through our actions and words. If apparent grievances or complaints have merit, the President and/or the Board Chair shall be made aware.
8. Support principles of equal opportunity and nondiscrimination for all students, faculty, and staff as well as the University policy statement on diversity.
9. Comply with University conflict of interest policy, including the disclosure requirements.
10. Refrain from asking the President or other University executive or academic officer or staff for special favors on behalf of oneself, family, or friend.
11. Refrain from communicating either orally or in writing with any member of the administration (other than the President), staff, faculty, or student of Athens State University in an individual capacity in language or in a fashion intended to conceal or obstruct directions from the Board of Trustees.
12. Strictly maintain confidentiality of the Board’s executive sessions, especially, but not only with respect to sensitive personnel matters.
13. Assist the Board President with strategic direction of the University. Trustees should give advice and share expertise freely, but should also be willing to accept the fact that not all such views will necessarily be adopted.
14. Participate as requested by the Trustee Committee in a self-assessment survey designed to help the committee review our trustee services.

Printed Name

Signature

Date



ATHENS STATE UNIVERSITY BOARD OF TRUSTEES

RECOMMENDATION FOR ACTION

DATE OF BOARD MEETING: October 18, 2013

ACTION ITEM TITLE: Compensation Sub-Committee

RECOMMENDATION:

It is recommended the Athens State University Board of Trustees authorize the Chair *pro tempore* to appoint a Compensation Sub-Committee, consisting of the following members, which will develop performance goals and bonus criteria to be considered in the President's annual evaluation process.

Sandra Sims-deGraffenried
Garth Lovvorn
Macke Mauldin
Clint Shelton
Tazewell Shepard

FISCAL CONSIDERATION:

None

RATIONALE:

Per the President's employment contract in item 3.2:

Not later than July 15 of each year of the Term, the President shall submit to a Compensation Subcommittee of the Board, appointed by the President *pro tempore*, a self-evaluation of his performance for the current Fiscal Year of the University (October 1 through September 30) ("Fiscal Year"), which shall include an assessment of his success in achieving the performance goals and incentive bonus criteria as agreed upon by the Board committee and the President and such other criteria as the Board committee may deem appropriate for that fiscal year, together with a proposal to the committee for performance goals and bonus criteria to be adopted for the coming fiscal year. Within 30 calendar days following the submission of this evaluation to the Board, the President shall receive a performance evaluation, which shall be conducted by the President *pro tempore* of the Board. As part of this

evaluation, the President *pro tempore* will review with the President the recommendations of the Compensation Subcommittee regarding adjustments to the annual base salary and the award of any performance bonus pursuant to Section 4.4 of this agreement, and shall provide to the President the performance goals and bonus criteria for the upcoming fiscal year.

Chair *pro tempore* Date

Vice Chair *pro tempore* Date

President of Athens State University Date

DRAFT



ATHENS STATE UNIVERSITY BOARD OF TRUSTEES

RECOMMENDATION FOR ACTION

DATE OF BOARD MEETING:

October 18, 2013

ACTION ITEM TITLE:

Board Self-Evaluation Process

RECOMMENDATION:

It is recommended the Athens State University Board of Trustees develop a self-evaluation instrument/process for the Board of Trustees. The Board of Trustees will work with the Association of Governing Boards consultant to develop the process and evaluation instrument.

FISCAL CONSIDERATION:

Travel costs for consultant.

RATIONALE:

The self-evaluation process is designed to strengthen relationships, build trust and improve organizational effectiveness. The self-evaluation process allows the Board to step back and review their performance and develop a set of objectives that will strengthen the board's effectiveness.

Chair *pro tempore*

Date

Vice Chair *pro tempore*

Date

President of Athens State University

Date



ATHENS STATE UNIVERSITY BOARD OF TRUSTEES

RECOMMENDATION FOR ACTION

DATE OF BOARD MEETING:

October 18, 2013

ACTION ITEM TITLE:

Presidential Authority to Acquire Property and exercise the power of eminent domain

RECOMMENDATION:

It is recommended that the Athens State University Board of Trustees adopt the attached resolution to authorize the President of Athens State University to take reasonable steps to acquire the Property located at 212 North Beaty Street and exercise the power of eminent domain.

FISCAL CONSIDERATION:

\$165,000

RATIONALE:

This resolution will allow the University to pay fair market value for this property and acquire the property for educational purposes for the University.

Chair *pro tempore*

Date

Vice Chair *pro tempore*

Date

President of Athens State University

Date

DRAFT

**A RESOLUTION TO ACQUIRE AND/OR CONDEMN CERTAIN REAL
PROPERTY**

WHEREAS, this resolution relates to certain real property located adjacent to the Athens State University campus, whose address is 212 North Beaty Street, and is further described as follows:

A part of Lot Number 2 of Block Number 14, according to the Henderson and Carter Map of the Town of Athens, County of Limestone, State of Alabama, in 1897, and further described as follows: Beginning at the northwest corner of said Block Number 14, and running thence south along Barlow Street (now Beaty Street) in said Town of Athens a distance of 100 feet; thence West 120 feet to a point of beginning, and being the same real estate conveyed to Ruth Dobyne Hightower by deed recorded in Volume 396, Page 380 in the Probate Office of Limestone County, Alabama (referred to herein as the "Property");

WHEREAS, the board of trustees finds that it needs to acquire the Property for the educational purposes of Athens State University;

WHEREAS, the board of trustees further finds that it is willing to pay fair market value for the Property, and notes that the probate court has determined that it is in the best interest of the owner (a protected person) that the Property be sold;

WHEREAS, the board of trustees finds that Athens State University has been unable to acquire the Property through a traditional sale; and

WHEREAS, the board of trustees finds that it is necessary to acquire the Property through the process of condemnation and the exercise of the power of eminent domain.

THEREFORE BE IT RESOLVED that the President is authorized to take reasonable steps to acquire the Property through the process of condemnation and the exercise of the power of eminent domain. In doing so, the President may utilize the services of the Honorable Jere C. Trent, Esq. of Athens, Alabama.

ADOPTED, RESOLVED, AND APPROVED this 18th day of October, 2013.

Chair pro tempore

Date

Vice Chair pro tempore

Date

Secretary to the Board

Date



ATHENS STATE UNIVERSITY BOARD OF TRUSTEES

RECOMMENDATION FOR ACTION

DATE OF BOARD MEETING:

October 18, 2013

ACTION ITEM TITLE:

Resolution for Legislative Act 2013-423

RECOMMENDATION:

It is recommended that the Athens State University Board of Trustees adopt the attached resolution to comply with Legislative Act 2013-423.

FISCAL CONSIDERATION:

RATIONALE:

To be in compliance with Legislative Act 2013-423.

Chair *pro tempore*

Date

Vice Chair *pro tempore*

Date

President of Athens State University

Date

RESOLUTION GRANTING RESIDENCY STATUS FOR DETERMINING ADMISSION AND TUITION FOR ACTIVE DUTY SERVICE MEMBERS, SPOUSES, DEPENDENTS, AND VETERANS IN ACCORDANCE WITH ACT 2013-423

WHEREAS, during the 2013 Regular Session, the Alabama Legislature passed House Bill 424 to amend Section 16-24-2 of the Code of Alabama 1975 to direct that for purposes of admission and tuition, public institutions of higher education should consider that the term “resident student” applies to an individual, who at the time of registration, is not a minor and satisfies one of the following:

- A full-time permanent employee of the institution at which the student is registering or is the spouse of such an employee;
- Can verify full-time permanent employment within the State of Alabama or is the spouse of such an employee and will commence the employment within 90 days of registration with the institution;
- Is employed as a graduate assistant or fellow by the institution at which the student is registering;
- A member or the spouse of a member of the United States military on full-time active duty stationed in Alabama under orders for duties other than attending school;
- An accredited member of a consular staff assigned to duties in Alabama;
- A member, as of May 22, 2012, of the Alabama National Guard for a period of at least two years immediately preceding the student qualifying for resident tuition and who continues to be a member of the Alabama National Guard while enrolled at the public institution of higher education;
- A veteran of the Armed Forces of the United States, provided that the veteran has become a resident of Alabama and satisfies at least one of the following conditions:
 1. The veteran has served on active duty for a continuous period of time, not less than two years, and has received an honorable discharge as verified by a United States Department of Defense Form 214 within five years of enrolling in an Alabama public institution of higher education.
 2. The veteran is currently serving in a reserve component of the Armed Forces of the United States, as verified by a memorandum from the commanding officer of the veteran student.
 3. The veteran has been assigned a service-connected disability by the United States Department of Veterans Affairs.

- An out-of-state veteran who resides within 90 miles of a campus located in Alabama and has enrolled at an institution whose board of trustees has voted to allow nonresident in-state tuition for active and retired military; and

WHEREAS, this legislation also directs that for purposes of admission and tuition, public institutions of higher education should consider that the term “resident student” applies to any of the following *persons who are minors and whose supporting person is:*

- A full-time permanent employee of the institution at which the student is registering;
- A member of the United States military on full-time active duty stationed in Alabama under orders for duties other than attending school
- A full-time permanent employment within the State of Alabama and will commence the employment within 90 days of registration with the institution;
- Is an accredited member of a consular staff assigned to duties in Alabama; and

WHEREAS, Section 2 of Act 2013-423 mandates that “boards of trustees of each public institution of higher education in the state shall adopt rules and guidelines necessary to implement this section, as amended. It is the intent of the Legislature that constitutionally created boards of trustees comply with the requirements of this section, as amended”;

NOW, THEREFORE, BE IT RESOLVED by the Board of Trustees for Athens State University that it hereby adopts the mandates relating to in-state residency status for active duty service members, their spouses, their dependents, and veterans in accordance with Act 2013-423 passed by the Alabama Legislature on May 20, 2013, and signed by Governor Robert Bentley on May 23, 2013.

ADOPTED, RESOLVED, and APPROVED this 18th day of October 2013.

ATTESTED this ____ day of ____ 2013

Chair *pro tempore*

Date

Vice Chair *pro tempore*

Date

Secretary to the Board

Date



ATHENS STATE UNIVERSITY BOARD OF TRUSTEES

RECOMMENDATION FOR ACTION

DATE OF BOARD MEETING:

October 18, 2013

ACTION ITEM TITLE:

Board of Visitors Nomination/Appointment
Process

RECOMMENDATION:

It is recommended that the Athens State University Board of Trustees accept, from the President of the University, the following slate of nominees for the Board of Visitors.

The Board of Trustees appoints these following individuals to serve on the Board of Visitors for the terms specified.

College of Arts and Sciences

Hundley Batts (2 years)
David Breland (1 year)
Tom Butler (2 years)
Mary Nell Clem (3 years)
Sheila Davis (2 years)
Chad Easterling (3 years)
Tami Reist (1 year)

College of Business

Pearl Bridgeforth (3 years)
Ronnie Chronister (1 year)
Joe Collazo (3 years)
Charlie Donald (1 year)
LaKeshia Neerhof (2 years)
Dave Mathias (3 years)
Brian Pollock (2 years)
Larry Whitehead (2 years)

College of Education

Ellen Didier (2 years)
Trey Holladay (3 years)
Michelle Jordan (2 years)
Susan Ming (3 years)
Ed Nichols (2 years)
Tere Richardson (3 years)
Vic Wilson (1 year)
Casey Wardynski (1 year)

FISCAL CONSIDERATION:

None.

RATIONALE:

Pursuant to the Board of Visitors Charter approved by the Board of Trustees on April 19, 2013:

1. Members shall be appointed by the Board of Trustees (by a process determined by that Board) on nomination by the President of Athens State University, to serve one three-year term ending June 30 of the appropriate year. Any person who has served one three-year term shall be eligible for re-appointment for a second term. Any vacancy that occurs in the membership shall be filled for the balance of the unexpired term by the same process as for regular membership. Each member in this scenario will serve one three-year term ending June 30 of the appropriate year. Any person who has served one three-year term shall be ineligible for re-election for a period of one year.

Chair *pro tempore*

Date

Vice Chair *pro tempore*

Date

President of Athens State University

Date



ATHENS STATE UNIVERSITY BOARD OF TRUSTEES

RECOMMENDATION FOR ACTION

DATE OF BOARD MEETING:

October 18, 2013

ACTION ITEM TITLE:

MOU/Tuition Assistance Agreement with
Department of Postsecondary Education

RECOMMENDATION:

It is recommended that the Athens State University Board of Trustees authorize the President of the University to secure an MOU/Tuition Assistance Agreement between Athens State University and the Department of Postsecondary Education.

FISCAL CONSIDERATION:

RATIONALE:

This agreement will allow the tuition waiver program to continue between Athens State University and the Alabama Department of Postsecondary Education.

Chair *pro tempore*

Date

Vice Chair *pro tempore*

Date

President of Athens State University

Date



ATHENS STATE UNIVERSITY BOARD OF TRUSTEES

RECOMMENDATION FOR ACTION

DATE OF BOARD MEETING:

October 18, 2013

ACTION ITEM TITLE:

Information Security and Assurance
Management Major

RECOMMENDATION:

It is recommended that the Athens State University Board of Trustees approve the Bachelor of Science in Information Security and Assurance Management in the College of Business. (Note: Data on student survey results will be updated before final submission to ACHE)

FISCAL CONSIDERATION:

None. All courses will be taught by current Athens State University faculty. There will be no additional resources required for this option.

RATIONALE:

The major in Information Security and Assurance Management (ISAM) offers a broad-based program of study with emphasis on preparation of professionals who are responsible for meeting regulatory and legislative requirements for information assurance (IA). This training and study will prepare graduates to be leaders in information assurance in both government and industry and will provide graduates a global outlook, interpersonal skills, leadership and management skills, and discipline awareness. The curriculum focuses on the practices, policies, operational procedures and technology, and future of information assurance. A required capstone course with practical application within the discipline will give students an integrative experience applicable to their current or future workplace.

Since North Alabama is the base for many federal and technical industries there is a significant opportunity for employment and advancement of Athens State University graduates in the local area. Our online courses will provide students in Alabama and around the world with the opportunity to enroll in this program.

Chair *pro tempore*

Date

Vice Chair *pro tempore*

Date

PROPOSAL FOR A NEW BACCALAUREATE DEGREE PROGRAM

A) General Information

1. **Institution:** Athens State University
2. **Date of Proposal Submission:** December 1, 2013
3. **Institution Contact Person:** Dr. Ronald Cromwell
Provost and VP for Academic Affairs
(256)233-8214
Telephone: Ronald.cromwell@athens.edu
Fax:
E-Mail:
4. **Program Identification:**
Title: Information Security & Assurance Management
Degree: Bachelor of Science
CIP Code: 11.1003
5. **Proposed Program Implementation Date:** Fall 2014
6. **Program Administration--**
College or School: College of Business
Dean: Dr. Thomas Pieplow
Department: Acquisition and Logistics
Chairperson: Dr. Thomas Pieplow

B) Program Objectives and Content

1. **List the objectives of the program as precisely as possible. The objectives should address specific needs the program will meet (institutional and societal) and the expected student learning outcomes and achievements. This is an extremely important part of the proposal. The objectives should lend themselves to subsequent review and assessment of program accomplishments.**

Athens State University is proposing a Bachelor of Science in Information Security & Assurance Management (BSISAM). The goal of this program is to support the mission of Athens State University and the Department of Postsecondary Education to deliver excellence in academic education, and support workforce development by providing an affordable education at the baccalaureate level. (Athens State University Catalog)

The major in Information Security and Assurance Management (ISAM) offers a broad-based program of study with emphasis on preparation of professionals who are responsible for meeting regulatory and legislative requirements for information assurance (IA). This training and study will prepare graduates to be leaders in information assurance in both government and industry and will provide graduates a global outlook, interpersonal skills, leadership and management skills, and discipline awareness. The curriculum focuses on the practices, policies, operational procedures and technology, and future of information assurance. A required capstone course with practical application within the discipline will give students an integrative experience applicable to their current or future workplace.

Since North Alabama is the base for many federal and technical industries there is a significant opportunity for employment and advancement of Athens State University graduates in the local area. Our online courses will provide students in Alabama and around the world with the opportunity to enroll in this program.

The curriculum is designed to provide the new or experienced information assurance manager with the knowledge and skills to be a leader in information assurance in both government and industry. Successful students will be able to advance to graduate programs in information assurance, information security, homeland security, management and leadership; and to fulfill discipline-specific certification requirements from related professional associations. The curriculum is based on the Committee on National Security Systems (CNSS) national information assurance training standards. Reviews of existing and proposed programs at other colleges and universities supported key design concepts, and draft curriculum documents have been reviewed by subject matter experts.

The BSISAM degree is a 124 semester-hour program. General education requirements and pre-professional courses are completed at an accredited community college or institution of higher education before students transfer to Athens State University. The junior and senior year requirements for this program consist of a 62 semester-hour curriculum, to include 18 semester hours of ISAM coursework. The completion of a minor is possible in this program and students will be advised to seek a minor in Computer Science. See Appendix A.

The following objectives have been established for the ISAM major:

- To provide a unique educational opportunity at the undergraduate level and to reduce the vulnerability in our national information infrastructure by promoting higher education in IA and producing a growing number of professionals with IA expertise.
- To incorporate into each course IA theory and application that will provide students with critical knowledge needed to protect an organization's information assets and systems and prepare them to make strategic decisions about information security issues.
- To address the acute shortage of trained information assurance professionals and an escalating need for their skills in the face of accelerating cyber attacks both nationally and internationally.

Upon completion of the program, graduates will:

- a) understand human cultures, the natural world, and the connections of a global society in the 21st century.
- b) read, write, speak, and listen effectively.
- c) have a desire to learn for a lifetime.
- d) think critically and creatively, independently and cooperatively, qualitatively and quantitatively.
- e) engage in moral and ethical reasoning and will be proactive in their efforts to build a more just world.
- f) recognize and value human difference as well as understand how those differences enrich communities.
- g) appropriately utilize and embrace emerging and relevant technologies and demonstrate information literacy that will enhance their personal and professional lives.
- h) be prepared to participate effectively in civic, charitable, and governmental affairs.
- i) have comprehensive knowledge of accounting, economics, management, marketing, quantitative skills, legal issues, and production theory and concepts required to plan and implement security strategies that reduce risk and enhance protection of information assets and systems

- j) understand how technology relates to computer system security and network practices in ISAM.
- k) effectively use critical-thinking and decision-making in the development of an effective data management plan that utilizes proven IA procedures, tools, and techniques.
- l) effectively communicate, both orally and in writing, to establish effective interaction with corporate management on IA related issues.
- m) understand the legal and ethical issues associated with information security, privacy, and digital rights
- n) have the ability to conduct risk and vulnerability assessments of planned and installed information systems to identify vulnerabilities, risks, and protection needs
- o) have the ability to develop systems security contingency plans and disaster recovery procedures

2. How will this program be related to other programs at your institution?

Qualified faculty in the College of Business will directly support and provide instruction for the BSISAM program. Other programs within the College of Business will provide the basic management, information systems courses. The programs in the College of Business will support and assist this new major. These programs are accredited by the Association of Collegiate Business Schools and Programs (ACBSP).

The Computer Science program in the College of Arts and Sciences has a more technical computer information security track in the Computer Science major. This program is seen as complimentary to the College of Business program that focuses more on management in the areas of information security and assurance.

3. Please identify any existing program, option, concentration or track that this program will replace.

The BSISAM is unique at Athens State University and will not replace any existing programs at the University.

4. Is it likely that this program will reduce enrollments in other programs at your institution? If so, please explain.

No.

5. List new courses that will be added to your curriculum specifically for this program. Indicate number, title and credit hour value for each course.

Course Number	Course Title	Credit Hour Value
ISAM 409	Management of Information Assurance This course focuses on the managerial aspects of information security and assurance. Topics covered include access control models, information security governance, and information security program assessment and metrics. Coverage on the foundational and technical components of information security is included to reinforce key concepts. The course includes up-to-date information on changes in the field, such as national and international laws and international standards like the ISO 27000 series.	3 semester hours

DRAFT

ISAM 410	<p>Information Assurance Administration and Operations Management</p> <p>This course focuses on a managerial view of data and system security. Topics include security policy development, risk management, threat assessment, and business continuity planning. The aim is to examine the implications and challenges of operational security in global organizations. This course provides students with an understanding of the legal, social, and ethical issues related to security management. The course covers the importance of management and administration, and the place information security holds in overall business risk, social issues such as individual privacy, and the role of public policy.</p>	3 semester hours
ISAM 411	<p>Information Assurance Strategic Management</p> <p>A survey of various means of establishing and maintaining a practical cyber and information security program to protect key organizational assets. The aim is to develop an information security program that is aligned with organizational strategy and to evaluate and recommend information and security technologies to support the information security program. Discussion covers the integration of confidentiality, integrity, and availability into an organizations security program through the use of physical and logical security controls. Topics include data protection, telecommunications systems, applications, and emerging technologies. Threats and vulnerabilities are assessed to determine the level of risk.</p>	3 semester hours
ISAM 413	<p>Information Assurance Systems and Product Acquisition</p> <p>Acquisition strategy can be seen as a high level framework that guides program execution across the entire program life cycle. Acquisition strategies typically look for innovative ways to reduce costs. One such way is to consider the security implications of a particular process or automated resource prior to introducing it into the organization. This course explores the security controls established by the National Institute of Standards and Technology (NIST) and evaluates methods for integrating the controls into the acquisition process.</p>	3 semester hours
ISAM 414	<p>Information Assurance Governance (CAPSTONE)</p> <p>Understands the broad requirements for effective information security governance, the elements and actions required to develop an information security strategy and a plan of action to implement it.</p>	3 semester hours

6. Program Completion Requirements

Credit hours required in major Management Core 26 semester hours ISAM courses 18 semester hours	44 semester hours
Credit hours required in minor	18 semester hours
Credit hours in general education or core curriculum: General Education 41 semester hours Pre-Professional 21 semester hours	62 semester hours
Credit hours in free or required electives	Not applicable
Total Credit Hours required for completion	124 semester hours

Describe any additional requirements such as comprehensive examination, senior thesis or other capstone experience, practicum or internship, some of which may carry credit hours included in the list above.

Capstone experience (core courses)	MG 320 Organizational Communications (pre-test given)	3 semester hours
	MG 420: Business Policy (capstone for business core) (post-test given)	3 semester hours
	MG 480: Senior Seminar (capstone for writing and presentation skills)	2 semester hour
ISAM Capstone	ERP 300 Enterprise Resource Planning	3 semester hours
	ISAM 414 Information Assurance Governance (post-test given) Students will demonstrate proficient oral and written communication skills, decision-making abilities, problem-solving skills, leadership and team skills, required for effective information security governance, and to develop an information security strategy.	3 semester hours
Practicum and Internship		
E-Portfolio	Electronic portfolio of all work completed in each ACBSP Common Professional Component (CPC) course is assessed according to College of Business rubrics.	0 semester hours (integrated into core curriculum)

Please see Appendix A for a "Typical Four-Year Curriculum" by semester for students who enroll in the BSISAM program at Athens State University.

7. Accreditation

If there is a recognized (USDE or CHEA) specialized accreditation agency for this program, please identify the agency and explain why you do or do not plan to seek accreditation.

The University is accredited by the Southern Association of Colleges and Schools/Commission on Colleges (SACS/COC). The College of Business is professionally accredited by the ACBSP and the College will seek their approval of this program. No specialized accreditations exist for the BSISAM degree.

C) Program Admissions Requirements, Enrollment Projections and Completion Projections

1. Describe briefly the criteria and screening process that will be used to select students for the program.

A community/junior college transfer student may be admitted to Athens State University provided he or she has earned (1) a degree from a two-year institution accredited by SACS/COC or other regional accrediting agency, or (2) sixty to sixty-four semester hours of college credit with a 2.0 grade point average on a 4.0 scale or (3) completed all general studies curriculum core requirements (Areas I-IV) and submitted early transfer forms to Athens State University.

A student who has completed a minimum of freshman and sophomore years at a regionally accredited four-year institution may be admitted to Athens State University with a 2.0 grade point average on a 4.0 scale.

A student from a regionally accredited technical college/institute may be admitted as a degree-seeking student provided he or she has completed a technical program and has received a degree, diploma, or certificate.

2. Please describe your methodology for determining enrollment projections. If a survey of student interest was conducted, please attach a copy of the survey instrument with a summary of results as Appendix B.

A student survey was conducted to determine interest from current students who might wish to enter the new program. A total of 151 students responded to the survey. Of these, 42.4% indicated an interest in the ISAM program. Surveys were also conducted in selected freshman/sophomore classes at Wallace State Community College in Hanceville, and Calhoun Community College among students who may be attending Athens State University within the next year to two years. A total of 47 students responded to the survey. Of these, 69.0% indicated an interest in the ISAM program. Enrollment projections are based on survey response indicating interest and also on previous growth in programs. A copy of the survey instrument and a summary of results are attached as Appendix B.

3. Provide a realistic estimate of enrollment at the time of program implementation and over a five-year period based on the availability of students meeting the criteria stated above.

Estimate of Program Enrollment						
	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Full-Time	2	3	6	8	11	30
Part-Time	8	10	14	20	24	76
New Student Arrivals	3	8	12	12	14	49
Total FTE*	6	8	13	18	23	70

**Note: This estimate is based on the assumption of full time at 12 semester hours per student and part time at 6 semester hours each. The sum of full-time and part-time enrollment is then divided by 12 semester hours, the minimum full-time student load at Athens State University to determine FTE.*

4. Projected Program Completion Rates.

Please indicate the projected number of program graduates for the first five years.

Projected program completion rates are based on the enrollment estimates above and the assumption that full-time students will complete the program in 2 years while part-time students will complete the program in 3 years.

Projected Program Graduates					
Year 1	Year 2	Year 3	Year 4	Year 5	Total
0	1	4	5	8	18

D) Program Need Justification

1. Will the program satisfy a clearly documented need (institutional and societal) in an effective and efficient manner? If the program duplicates or closely resembles another program already offered in the State, can this duplication be justified? What characteristics of the identified need require that it be met by a new program rather than an existing program? *(Note: In explaining how the proposed program meets this criterion, an institution may refer to the criterion on collaboration and develop a response that addresses both criteria simultaneously).* For purposes of this criterion, duplication is defined as the same or similar six-digit CIP code and award level in the Commission's academic program inventory. Institutions should consult with the Commission staff during the NISP phase of proposal development to determine what existing programs are considered duplicative of the proposed program.

The BSISAM responds to national and local employment and career trends, potential student interest, regional expertise in the discipline, and the needs of students currently employed in the discipline. While the broad field of information systems management has become familiar for university degrees, the focus on IA and security is less common. Athens State University's already strong programs in business, IS management, and enterprise systems management (ESM) will provide many of the courses for the new degree and strengthen the focus established by our existing IA certificate to respond to this emerging area of need. Information is one of the most valuable assets of any organization. There is a strong focus both nationally and internationally on protecting information in both the public and private sectors. Employment opportunities are increasing, both in new positions and in the numbers employed in each type of position. The Department of Defense (DoD) IA workforce alone accounts for almost 80,000 positions, with an additional 20,000 positions supplied by supporting contractors (2005 Department of Defense Federal Information Security Management Act (FISMA) report.

The Base Realignment and Closure (BRAC) has and will continue to have a significant impact on the North Alabama workforce.

The DoD issued Directive 8570, IA instruction, that requires training and certification for military, civilian, and contractor personnel performing IA functions. The BSISAM degree can assist those personnel in meeting the regulatory and legislative requirements for such training. Although this degree program is not targeted toward the entry-level certifications (A+, Security+, and Network+), many individuals will bring prior experience or transfer credit from Alabama community colleges that provides the foundations for those certifications. The BSISAM degree provides the necessary management skills for these students who are entering or who will enter ISAM positions.

The proposed major is specifically designed to attract the following groups of students, although it may be of interest to other student populations as well:

1. Adults working full-time in local, regional, state, and federal government entities and in the public and private sector who have information assurance and information security responsibilities.
2. Adults working full-time in non-profit, trade, and professional organizations and private industry with a focus on information assurance and information security responsibilities.
3. Transfer students from the Alabama community colleges with associate degree programs in computer information security and business.
4. Military personnel, both overseas and stateside, with responsibilities for information assurance and information security.

The BSISAM is unique within the State of Alabama.

There are three related graduate programs in Alabama.

M.S. at University of Alabama at Birmingham in Computer Forensics and Security Management

M.S. at University of Alabama in Huntsville in Information Assurance and Security

M.S. at Auburn University Montgomery in Cybersystems and Information Security

2. **Based on your research on the employment market for graduates of this program; please indicate the total projected job openings (including both growth and replacement demands) in your local area, the state, the SREB region, and the nation. These job openings represent positions that require graduation from a program such as the one proposed.**

According to the Department of Labor, employment of information security analysts, web developers, and computer network architects is projected to grow 22 percent from 2010 to 2020, faster than the average for all occupations.

Due to the increase in frequency of cyber-attacks, demand for information security analysts will increase rapidly. Many organizations are behind in their ability to detect and ultimately recover from these attacks. Analysts and managers will be needed to come up with innovative ways to protect their organizations information assets.

According to the Department of Labor the federal government is expected to increase the hiring of information security analysts to protect the nation's critical information technology systems. In addition, as the healthcare industry expands its use of electronic medical records, ensuring patients' privacy and protecting personal data are becoming more important. More information security analysts are likely to be needed to create the safeguards that will satisfy patients' concerns.

According to a 2011 report from Dice.com, information security job postings have increased by 79% from September 2009 to September 2011. The 2012 career impact survey of information security professionals by (ISC)² showed less than 4% of respondents were currently unemployed and only 7% were unemployed at any point during 2011. Additionally, over 30% indicated that their employers had increased the number of new hires in the last 12 months. Of the 25% of respondents who indicated they had hiring responsibilities, over 62% indicated they would be seeking additional information security employees in the next 12 months and over 50% had difficulty finding qualified candidates.

Additionally the Department of Homeland Security plans to hire 1,000 cyber experts in three years to protect the nation's cyber infrastructure. The DoD is reportedly adding 50,000 security experts in coming years. Other government studies have indicated the need for at least 1000 new cyber security graduates per year for the foreseeable future. Cyber security positions are growing rapidly in the banking sector as well. Employment opportunities are and will continue to be available in both public and private sectors in areas of cyber risk and strategic analysis, vulnerability detection and assessment, cyber incident response, intelligence and investigation, and networks and systems engineering. There is broad agreement among various government and business leaders in the North Alabama area that education programs in information assurance, network security and cyber security are critical

Employment trends data for **Information Security Analysts** is included in the trends data for *Information Security Analysts, Web Developers, and Computer Network Architects*.

Employment Projections: 2010-2020				
	Employment		Percent Change	Job Openings
	2010	2020		
United States	302,300	367,900	22%	11,030
Alabama	2,650	3,210	21%	100
SREB	117,740	144,370	23%	4,413

*Data provided by the Bureau of Labor Statistics (www.online.onetcenter.org)
See data reference sources listed under item 3 below.

3. Please give a brief description of the methodology used to determine the projected job openings. If a survey of employment needs was used, please attach a copy of the survey instrument with a summary of results as Appendix C.

- <http://www.Clearancejobs.com> (total of 306 jobs listed with 12 positions in Huntsville)
- State, regional, and national data were collected from the online database <http://online.onetcenter.org>, which uses the following sources of data for projected job growth and openings for information assurance-related positions:
 - Bureau of Labor Statistics, list of information assurance related job titles
 - National Data Source: Bureau of Labor Statistics, Office of Occupational Statistics and Employment Projections
 - State Data Source: Alabama Department of Industrial Relations, Labor Market Information Division
 - SREB data is based on a consolidation of data for the states listed on <http://www.sreb.org>, the Southern Regional Education Board (SREB) website. SREB is a nonprofit, nonpartisan organization that works with leaders and policy-makers in 16 member states.

Letters indicating need from local employers are included for your review in Appendix C.

4. If the program is primarily intended to meet needs other than employment needs, please present a brief rationale.

Meeting employment demand is the primary goal of the program. This program is also relevant to help meet the challenges specified in Improving Critical Infrastructure Cybersecurity Executive Order of February 2013.

- If similar programs are available at other institutions in the state, will any type of program collaboration be utilized? Why or why not? What specific efforts have been made to collaborate with institutions to meet the need for this program? Address qualitative, costs, and access considerations of any collaboration that was considered.

The BSISAM is unique within the State of Alabama. Future collaboration is not excluded.

- Will any type of distance education technology be utilized in the delivery of the program on your main campus or to remote sites? If not, why? Address the quality, access and cost considerations of using distance technology in the program.

The proposed program is designed to meet the needs of both traditional and non-traditional students. Therefore, distance learning will be one mode of course delivery. Athens State University currently uses both formats making extensive use of technology for delivery of education including Blackboard® for content management, video lectures provided by Tegrity®, and virtual, interactive classes using Wimba™. In addition, the use of hands-on lab activities, real-time chats, collaborative discussions, as well as proctored online testing will be incorporated for a thorough, high quality learning experience. Current instructors are highly experienced in the use of the technology required to deliver online courses. Course content, faculty, and tuition costs are the same for both campus and distance students ensuring uniform quality of curriculum, and minimum cost to all types of students.

E) Program Resource Requirements

- Number of currently employed qualified faculty who will teach in the program:**

[These numbers are based on the assumption that "primary" faculty teach the ISAM content courses, and "support" faculty teach required business core courses.]

Total Qualified Faculty	<u>14</u>
Primary Full-time:	4
Primary Part-time:	1* (see note below)
Support Full-time:	9
Support Part-time:	* (see note below)

**Note: Part-time faculty are employed on an "as needed" basis each term, depending on student enrollment. We have a strong group of well-qualified adjunct faculty who are available to assist as needed.*

Please see Appendix D: Faculty Qualifications.

- Number of additional qualified faculty who will be employed to teach in the program during the first five years:**

Primary Faculty--	
Full-time:	0
Part-time:	1* (See note under item 1 above)
Support Faculty--	
Full-time:	0
Part-time:	* (See note under item 1 above)

There are no plans to hire new faculty at the present time. The courses will be taught by qualified full and part time faculty. Faculty needs will be regularly assessed and additional faculty may be hired based upon a business case analysis, enrollment growth and/or long term stability of qualified faculty.

3. Briefly describe the qualifications of new faculty to be hired.

There are no plans to hire new faculty at this time. Current faculty teaching ISAM courses will possess and/or have a:

- Minimum of a master's degree from a fully accredited institution of higher education with 18 graduate semester hours in Computer Information Systems (CIS), Information Systems (IS), Management Information Systems (MIS) or related IS field is required; a doctoral degree is preferred.
- Related information assurance work.
- A strong commitment to both teaching and scholarly activity.
- Terminal degree will be a significant consideration for full-time faculty positions.

4. Briefly describe available and additional support staff that will be provided for the program.

Currently there are two staff members who will provide support for the new program. These include an administrative assistant and a secretary within the College of Business. No additional support staff will be needed.

5. Describe any special equipment that is necessary for this program, indicating what is currently available and what would be added, including the cost of any additional equipment.

No special equipment will be required for this program.

6. Describe facilities required for the program, indicating what is currently available and any necessary renovations or additional facilities that would be added. Provide a cost estimate for any renovations or additions.

No new facilities or renovations are required for the ISAM program.

7. Using the Collection Assessment Manual of the Network of Alabama Academic Libraries (NAAL), provide an indication of the current status of the library collections supporting the proposed program. Please describe how any deficiencies will be remedied, including the cost of such remedies.

Library Collection Assessment

ISAM is a relatively new academic area and, as such, has a limited body of existing scholarly literature. Because it is a new field, the majority of research materials in this area will be found in the professional and academic periodicals. The Athens State University Library provides access to a broad collection of these periodicals through subscriptions to online databases, including ABI/Inform Complete, ProQuest Computing, Business Source Premier, General Business File ASAP, Academic Search Premier, and Expanded Academic ASAP. As shown in the table below, a search conducted in these databases using the subject term "Information Assurance" retrieves a very large body of results, over 90% of which are available in full-text through the ASU electronic library. Access to these databases should provide sufficient periodical resources to support student research in the field.

Database Name (Provider)	Total Results	Full-text
Business Source Premier (EBSCO)	1050	576
ABI/Inform Complete (ProQuest)	10768	10526
Academic Search Premier (EBSCO)	242	115
ProQuest Computing (ProQuest)	3387	3325
General Business File ASAP (Infotrac/Gale)	3054	2767
Expanded Academic ASAP (Gale)	351	278

The Library of Congress Subject Heading for "Information Assurance" returns 55 books. This is a new field of study which has produced a very small body of book-length publications to date. There are 1175 books in English utilizing the topical added entry term are listed in WorldCat, that have been published since 2000. Using the keywords "Information Assurance" in the Athens State Library catalog retrieves 11 relevant titles, of which one is held in a print format and the remaining 10 are e-books. In addition, the Athens State Library has 34 titles in the relevant related area of "information security". Current holdings in the University Library are adequate to support the program and additional holdings will continue to be acquired to support the program.

Should the proposal for the BSISAM program be approved, Athens State University is prepared to enhance the existing library collection as needed to fully support the program.

F. Costs and Financial Support of the Program

Provide a realistic estimate of the costs of the program. This should only include the additional costs that will be incurred, not current costs. All sources and amounts of funds for program support should be indicated.

Estimated New Funds Required to Support the Program						
	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Faculty*						-
Library						
Facilities						
Equipment						
Staff						
Other (Training)	5,000.00	5,000.00	5,000.00	5,000.00		20,000.00
Total	5,000.00	5,000.00	5,000.00	5,000.00		20,000.00

*Includes fringe benefits.

Sources and Amounts of Funds Available for Program Support						
	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Internal Reallocation	0	0	0	0	0	0
Extramural	0	0	0	0	0	0
Tuition*	\$17,280	\$23,040	\$37,440	\$51,840	\$66,240	\$195,840

**Based on \$240 per credit hour and using enrollment projections.*

G) Institutional Program Evaluation and Approval Process

Please describe the process used by your institution in its internal evaluation and approval of this program

To create and submit the ISAM program proposal, the College of Business followed the Athens State University protocol for curriculum changes. The first phase of the program proposal approval was review and support at the departmental level.

The next phase was to submit the proposal to the Athens State University Curriculum Committee. The committee is made up of faculty representing the three colleges at Athens State University along with the library. The committee reviews the proposal for academic integrity and standards, viability, duplication of programs within the University.

The next phase is approval by the Provost/Vice President for Academic Affairs. Since this is a new program it is forwarded to the President for his approval. If the President approves, the program is presented to the Board of Trustees for approval.

H) Program Review and Assessment

Approval of this program will be on the basis of certain program outcomes agreed upon by the institution and the Commission. The outcomes will be based on the stated objectives of the program and enrollment and productivity projections. In the final analysis, the institution and its governing board are accountable for the quality, utility and productivity of this and all other programs of instruction. With this in mind, please describe the procedures that will be used in assessing program outcomes. Among other things, include an assessment process for student learning outcomes and a follow-up plan to determine accomplishments of graduates such as obtaining relevant employment or being admitted to graduate or professional programs.

A review and assessment process is being developed for Information Assurance Management. The process will be consistent with SACS/COC and ACBSP requirements. Program outcomes will be assessed and specific subject outcomes for the courses specific to ISAM will be assessed by a capstone project ISAM 414. Outcomes for core business courses will be assessed by a pre-exam given in MG 320 Organizational Communication and a post-exam in MG 420 Business Policy. These exams are used to measure student continuous improvement. As indicated above, a rubric will be designed to measure each outcome using an appropriate activity in classes related to the outcome. These are placed in each student's digital portfolio called Live Text and reports are generated based upon the student's graded activity. These reports provide data as to whether the outcome has been met. In addition, the University provides a summary of this data in its annual assessment report which is retained for each college.

A graduate exit survey is given to students at the time of graduation from each program and includes employment data and future plans for graduate education. A follow-up survey is conducted every third year by the College of Business to determine further student accomplishment. Data is retained in our assessment reports through the Athens State University Institutional Research Office.

Appendix A
TYPICAL FOUR-YEAR CURRICULUM BY SEMESTER

APPENDIX A ATHENS STATE UNIVERSITY COLLEGE OF BUSINESS BACHELOR OF SCIENCE IN INFORMATION SECURITY & ASSURANCE MANAGEMENT 4-YEAR CURRICULUM PLAN (SAMPLE)	
Year 1 and Year 2:	62 SH
<i>General education requirements and pre-professional courses are completed at an accredited community college or institution of higher education and students transfer to ASU to complete the junior and senior years of the baccalaureate degree.</i>	
Athens State University:	
ASU: Year 3 - Fall Term	12 SH
MK 331 Principles of Marketing	3 SH
MG 302 Management Information Systems	3 SH
MG 320 Organizational Communication	3 SH
MG 346 Principles of Management and Leadership	3 SH
ASU: Year 3 - Spring Term	12 SH
ISAM 409 Management of Information Assurance	3 SH
MG 350 Financial Management	3 SH
MG 390 Operations Management	3 SH
Minor 1	3 SH
ASU: Year 3 - Summer Term	12 SH
ISAM 410 Information Assurance Administration and Operations Management	3 SH
ISAM 411 Information Assurance Strategic Management	3 SH
Minor 2	3 SH
Minor 3	3 SH
ASU: Year 4 - Fall Term	12 SH
ISAM 412 Management of Business Contingency and Resilience Planning	3 SH
ISAM 413 Information Assurance Systems and Product Acquisition	3 SH
MG 352 International Business OR EC 320 International Commerce	3 SH
Minor 4	3 SH
ASU: Year 4 - Spring Term	14 SH
ISAM 414 Information Assurance Governance (CAPSTONE)	3 SH
Minor 5	3 SH
Minor 6	3 SH
MG 420 Business Policy	3 SH
MG 480 Senior Seminar	2 SH
Total ASU Hours	62 SH
TOTAL HOURS	124 SH

APPENDIX B: SURVEY OF STUDENT INTEREST
SURVEY INSTRUMENTS AND RESULTS
I. ASU STUDENTS IN SELECTED CLASSES



College of Business
300 North Beaty Street Athens, Alabama 35611
www.athens.edu 256-216-5351

Student Interest Survey of Information Assurance Management

Because of the growing need for information assurance managers with the knowledge and skills to be a leaders in information assurance in both government and industry we what to determine student interest in a new major that would prepare students for employment opportunities. Your Assistance in completing this survey is sincerely appreciated.

1. Are you currently employed? Yes No
If yes Private Industry Federal State Other
 Full-Time Part-Time
2. .How many courses do you usually take per semester?
 1 2 3 4 5 or more
3. What is your current education status: Junior Senior
Major: _____
4. What is your expected term of graduation from Athens State University?
 Spring 2014 Summer 2014 Fall 2014
 Spring 2015 Summer 2015 Fall 2015
 Spring 2016 Summer 2016 Fall 2016
 Spring 2017 Summer 2017 Fall 2017
 Not applicable
5. If offered at Athens State University would the degree in Information Assurance Management be of interest to you?
 Yes No
Questions/Comments: _____

(Use back of this form if additional space is needed)

If you would like to receive information about this potential degree at Athens State university pleas enter your name and address below or contact the College of Business at 256-216-5351

II. STUDENTS IN SELECTED CLASSES AT AREA COMMUNITY COLLEGES



College of Business
300 North Beaty Street Athens, Alabama 35611
www.athens.edu 256-216-5351

Student Interest Survey of Information Assurance Management

Because of the growing need for information assurance managers with the knowledge and skills to be a leaders in information assurance in both government and industry we what to determine student interest in a new major that would prepare students for employment opportunities. Your Assistance in completing this survey is sincerely appreciated.

1. Are you currently employed? Yes No
If yes Private Industry Federal State Other
 Full-Time Part-Time
2. How many courses do you usually take per semester?
 1 2 3 4 5 or more
3. What is your current education status (semester hours completed as of Fall 2013):
 12-20 21-40 41-60 60+ Degree completed (specify: _____)
4. What is your expected term of graduation from community college?
 Spring 2014 Summer 2014 Fall 2014
 Spring 2015 Summer 2015 Fall 2015
 Spring 2016 Summer 2016 Fall 2016
 Spring 2017 Summer 2017 Fall 2017
 Not applicable
5. Upon completion of your associate degree, do you plan to attend Athens State University?
 Yes No
6. If offered at Athens State University would the degree in Information Assurance Management be of interest to you?
 Yes No

Questions/Comments: _____

(Use back of this form if additional space is needed)

If you would like to receive information about this potential degree at Athens State university pleas enter your name and address below or contact the College of Business at 256-216-5351

Athens State University Student Interest Survey

Office of Provost/VP for Academic Affairs
Information Assurance Management Graduate Survey Results*
1640-0400D

Term: 2014
(Preliminary Data-10-01)

Q#	Question Item	n=	Frequencies									
			#	%								
1a.	Are you currently employed?	150										
	Yes		116	77.3%								
	No		34	22.7%								
1b.	If yes, which industry?	114										
	Private Industry		58	50.9%								
	Federal		19	16.7%								
	State		13	11.4%								
	Other		24	21.1%								
1c.	Are you employed full-time or part-time?	114										
	Full Time		94	82.5%								
	Part Time		20	17.5%								
2	How many courses do you usually take per semester?	151										
	1		0	0.0%								
	2		23	15.2%								
	3		39	25.8%								
	4		68	45.0%								
	5 or more		21	13.9%								
3	What is your current education status?	150										
	Junior		79	52.7%								
	Senior		71	47.3%								
4	What is your major?	151										
	Accounting (ACC)		32	21.2%								
	Acquisition & Contract Management (ACM)		24	15.9%								
	Biology (BIO)		1	0.7%								
	Business Management (MGT)		43	28.5%								
	Enterprise Systems Management (ESM)		2	1.3%								
	History (HIS or HIS L&C)		1	0.7%								
	Human Resources Management (HRM)		10	6.6%								
	Logistics & Supply Chain Management (LSM)		23	15.2%								
	Management of Technology (MOT)		15	9.9%								
5	What is your expected term of graduation from Athens State University?	148										
	Spring 2014		29	19.6%								
	Summer 2014		12	8.1%								
	Fall 2014		20	13.5%								
	Spring 2015		21	14.2%								
	Summer 2015		13	8.8%								
	Fall 2015		18	12.2%								
	Spring 2016		6	4.1%								
	Summer 2016		3	2.0%								
	Fall 2016		2	1.4%								
	Spring 2017		1	0.7%								
	Summer 2017		2	1.4%								
	Fall 2017		1	0.7%								
	N/A		20	13.5%								
6	If offered at Athens State University, would a degree in Information Assurance Management be of interest to you?	151										
	Yes		64	42.4%								
	No		87	57.6%								
Interest in Information Assurance Management Degree:												
By Employment Status												
	Employed		116	47	40.5%							
	Not Employed		34	17	50.0%							
By Place of Employment												
	Industry		58	20	34.5%							
	Federal		19	10	52.6%							
	State		13	7	53.8%							
	Other		24	9	37.5%							

* Preliminary Data as of 10-01-2013. Survey closes October 17, 2013.

Community College Student Interest Survey

Office of Provost/VP for Academic Affairs
Community College Student Interest Survey of Information Assurance Management Results*
1640-0410D

Term: 201410
(Preliminary Data-10-01-13)

Q#	Question Item	n=	Frequencies								
			#	%							
1a.	Are you currently employed?	47									
	Yes		22	47.0%							
	No		25	53.0%							
1b.	If yes, which industry?	22									
	Private Industry		18	82.0%							
	Federal		1	5.0%							
	State		1	5.0%							
	Other		2	9.0%							
1c.	Are you employed full-time or part-time?	22									
	Full Time		13	59.0%							
	Part Time		9	41.0%							
2	How many courses do you usually take per semester?	47									
	1										
	2		6	13.0%							
	3		9	19.0%							
	4		25	53.0%							
	5 or more		7	15.0%							
3	What is your current education status (semester hours completed as of Fall 2013)?	47									
	12 - 20 sem. hrs.		10	21.0%							
	21 - 40 sem. hrs.		9	19.0%							
	41 - 60 sem. hrs.		12	26.0%							
	60+ sem. hrs.		14	30.0%							
	Degree completed		2	4.0%							
4	What is your expected term of graduation from community college?	47									
	Spring 2014		12	26.0%							
	Summer 2014		7	15.0%							
	Fall 2014		8	17.0%							
	Spring 2015		6	13.0%							
	Summer 2015		3	6.0%							
	Fall 2015		3	6.0%							
	Spring 2016										
	Summer 2016		2	4.0%							
	Fall 2016										
	Spring 2017		1	2.0%							
	Summer 2017		1	2.0%							
	Fall 2017		1	2.0%							
	N/A		3	6.0%							
5	Upon completion of your associate degree, do you plan to attend Athens State University?	47									
	Yes		11	23.0%							
	No		12	26.0%							
	Not sure		24	51.0%							
6	If offered at Athens State University, would a degree in Information Assurance Management be of interest to you?	45									
	Yes		31	69.0%							
	No		14	31.0%							
7	Please provide any questions or comments:										
Interest in Information Assurance Management Degree:											
By Employment Status (N=47)											
	Employed		22	13	59.1%						
	Not Employed		25	18	72.0%						
By Place of Employment (N=22)											
	Industry		18	10	55.6%						
	Federal		1	1	100.0%						
	State		1	1	100.0%						
	Other		2	1	50.0%						

* Preliminary Data as of 10-01-2013. Survey closes October 17, 2013.

APPENDIX C
LETTERS OF SUPPORT



COLSA Corporation

P.O. Box 1068 • Huntsville, Alabama 35807-3301 • (256) 964-5555 • FAX (256) 964-5419

September 16, 2013

Dr. Gregory G. Fitch, Executive Director
Alabama Commission on Higher Education
100 North Union Street
Montgomery, AL 36104-3758

Dear Dr. Fitch:

I am writing in support of Athens State University's proposal for a new business degree program, a Bachelor of Science in Information Assurance Management. Athens State University has been instrumental to both government and the private sector in providing trained personnel in a host of areas and this new program will address an emerging requirement for this area.

In 2005, the U.S. Congress passed the Base Realignment and Closure (BRAC) Law, which relocated over 4,000 civilian positions and created another 15,000 indirect and BRAC induced jobs to the north Alabama market. This has shown to be one of the largest economic development projects in our State's history and Athens State University played a key role in ensuring its success by quickly and decisively establishing programs before requirements were fully understood. The new degree being proposed by Athens State University will support the growing need for skilled personnel versed in the field of information assurance, sometimes referred to as "cyber." Many experts view this field as the greatest threat to our national security and with our region being a hub for military operations and space exploration, north Alabama will be a key target for those wanting to compromise our safety. This program will become a key foundational element in our efforts to address the growing threats.

I commend the efforts of Athens State University as they strive to develop programs that address the needs of government and industry and facilitate competitiveness in a global economy.

Sincerely,

Richard W. Amos
President/COO



REPLY TO
ATTENTION OF

Program Executive Office
Missiles and Space

DEPARTMENT OF THE ARMY
PROGRAM EXECUTIVE OFFICE, MISSILES AND SPACE
5250 MARTIN ROAD
REDSTONE ARSENAL AL 35898-8000

16 SEP 2013

Dr. Gregory G. Fitch
Executive Director
Alabama Commission on Higher Education
100 North Union Street
Montgomery, AL 36104-3758

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Sincerely,

L. Neil Thurgood
Brigadier General, US Army
Program Executive Officer,
Missiles and Space



REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
U.S. ARMY SPACE AND MISSILE DEFENSE COMMAND/
ARMY FORCES STRATEGIC COMMAND
POST OFFICE BOX 1500
HUNTSVILLE, ALABAMA 35807-3801

18 September, 2013

Deputy to the Commander

Dr. Gregory G. Fitch
Executive Director
Alabama Commission on Higher Education
100 North Union Street
Montgomery, Alabama 36104-3758


Dear Dr. Fitch:

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I commend the efforts of Athens State University as they strive to develop programs that address the needs of government and industry, and facilitate competitiveness in a global economy.

Sincerely,


Ronald E. Chronister
Deputy to the Commander

APPENDIX D

CURRENTLY EMPLOYED QUALIFIED FACULTY

Fourteen (14) qualified faculty are in place. This data assumes primary faculty are those who will teach ISAM content courses; support faculty are those who will teach business core requirements.

Faculty Member	Initial ASU Appointment	Degree	Discipline	Courses
PRIMARY FACULTY (FULL-TIME)				
Rich, L.	1992	Ph.D. M.S.	Information Systems Management with MIS concentration	Dr. Rich has over 17 years teaching experience in the fields of information systems and computer science. She also has 10 years' experience in industry in the ERP field, including work as systems analyst, computer programmer, professional trainer, marketing manager, sales support and consulting project manager. Dr. Rich has worked with firms such as AT&T Info. Systems, ERP vendors McCormack & Dodge Corp, and Dun & Bradstreet Software Systems, and ERP consulting firms Computer Sciences Corporation and Summit Technology. Dr. Rich's educational background in Information Systems and work experience with ERP systems make her uniquely qualified to develop and teach the courses in this program.
Haghighi, M	2011	Ed. D. M.S.	Information Systems Management with MIS concentration	Dr. Haghighi has over 29 years of teaching experience in the fields of information systems, computer information systems and networking.
Cox, S	2012	Ph.D. ABD MMIS MBA	Logistics and Information Systems Management	Mr. Cox has 7 years of teaching experience in information systems and logistics. Prior to a career in academe, Mr. Cox worked for a number of different government contractors in support of the U.S. Air Force. Most recently, in the Supply Chain Management office of the Robins Air Force Base Air Logistics Center, supporting their logistics information systems.
Khoury, S	2013	Ph. D. M.S.	Information Systems Management and Logistics	Dr. Khoury has over 25 years information technology experience and over 16 years of teaching experience. He served as President of SAMIR Systems, Inc., a computer consulting firm, for over 15 years, where he oversaw the development and deployment of numerous commercial software applications. He also serves on several editorial boards of peer-reviewed journals and serves as Vice President, Marketing & Sponsorship Affairs for the International Association of Journals and Conferences (IAJC). Dr. Khoury has published nearly two dozen peer-reviewed articles in logistics, management, quality, and management information systems.
PRIMARY FACULTY (PART-TIME)				
Adjunct faculty are employed on an "as needed" basis depending on student enrollment each term. We have a strong group of well-qualified adjunct faculty who are available to assist as needed.				
Grant, R.	2008	M.S. MIS	Information Systems Management	Mr. Grant is the IT Security Compliance Officer for Dynetics, Inc. has earned certificates in Information Assurance, Security+, Network+, and A+. He also served as an Information Assurance Security Officer with the United States Army.
SUPPORT FACULTY (FULL-TIME)				
Baugh, L.	1994	DBA M.S.	Business Leadership Management	Dr. Baugh has a master's degree in Management and DBA with a concentration in business leadership. She also holds CFM certification. She has taught full-time at ASU since 1994. Previous work experience includes nine years as a senior accountant for a major chemical company. She will provide support for the Finance core course and also management courses.
Kerner, J.	2002	Ed.D. M.S.	Organizational Leadership Management	Dr. Kerner has a master's degree in Human Resource Development and Administration, and an Ed.D. in organizational leadership and HR Management. He has more than 16 years management experience in the area of hospital environmental services. He will provide support in the Management area.

Kerner, L.	2003	M.S.	Management/ Marketing	Prof. Kerner has a master's degree in Management and a concentration in Marketing. She also holds a certificate in financial planning. She taught as an adjunct at ASU for four years prior to becoming a full-time instructor in 2006. She has wide-ranging work experience in health care information management, in marketing, and as a small business owner. She will provide support for Marketing and Management courses.
LaFavor, K.	2003	DBA, Management & Education M.S. HRM	Human Resource Management	Dr. LaFavor has a master's in HR and a DBA with majors in management and education. She has 14 years of adjunct teaching experience and more than 20 years of related work experience with General Motors including operations, training, labor relations, and salary administration
Smith, J.	2006	ABD M.S.	Management	Prof. Smith has a master's degree in Management and has completed doctoral coursework (ABD). Prior to joining the faculty at ASU in 2006, she had several years college adjunct teaching experience and almost twenty years experience in administrative support at the junior college level. She will provide support with the course that includes the pre-test for all students in the business core.
Vaughn, D.	2007	MBA	Management	Prof. Vaughn received her MBA from the University of Alabama and is currently pursuing a Doctorate of Management in Organizational Leadership. Prior to joining the ASU faculty in 2007, teaching experience includes adjunct at ASU and several years teaching health care management courses at the undergraduate and graduate levels. Previous work history includes more than 30 years experience in health care and health care management positions. She will provide support with management courses and the LiveText digital portfolio.
Wanbaugh, T.	2007	DOL	Management/ Marketing	Dr. Wanbaugh has an MBA and the Ed.D.- DOL degrees in organizational leadership. She has more than 20 years college teaching experience in management and marketing as well as administrative responsibilities. Previous work history includes nine years in retail management and 17 years of business ownership. She will provide support for the LiveText digital portfolio and also with the Organization Communications course where the pre-test for business core courses is given.
SUPPORT FACULTY (PART-TIME)				
Adjunct faculty are employed on an "as needed" basis depending on student enrollment each term. We have a strong group of well-qualified adjunct faculty who are available to assist as needed.				