

Community College Entrepreneurship Center Models

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In the following report, Hanover Research examines models employed at community college-based entrepreneurship centers across the United States. The report includes a brief review of pertinent literature, an environmental scan to identify prominent features of entrepreneurship center models among 17 community colleges, and detailed profiles of five comprehensive entrepreneurship centers.

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EXECUTIVE SUMMARY AND KEY FINDINGS

INTRODUCTION

In this report, Hanover Research examines models employed at community college-based entrepreneurship centers across the United States. The report includes a brief review of pertinent literature, an evaluation of the model used at 17 community colleges, and detailed profiles of five comprehensive entrepreneurship centers. Accordingly, this report comprises the following two sections:

- **Section I: Literature Review and Environmental Scan** provides a summary of the National Association for Community College Entrepreneurship's key considerations in entrepreneurship center development and other relevant literature. This section also includes an examination of 17 community college-based entrepreneurship centers, emphasizing common elements in the centers' mission and goals, relationship to the host institutions and external partners, business and entrepreneur services offered, and funding mechanisms.
- **Section II: Entrepreneurship Center Profiles** offers detailed information related to the structure and development of entrepreneurship centers at five community colleges across the United States: Johnson County Community College, Northeast Wisconsin Technical College, North Iowa Area Community College, Southeast Community College, and Wake Technical Community College.

KEY FINDINGS

- **Community college entrepreneurship centers' missions and goals typically focus on two primary elements: fostering entrepreneurship and providing business consultation.** In most instances, entrepreneurship centers work towards these goals by developing entrepreneurship-focused credit and non-credit courses, and developing a range of business consultation services.
- **Entrepreneurship centers should form relationships with external partners to secure both monetary and non-monetary resources.** The National Association for Community College Entrepreneurship (NACCE) recommends this practice, and each of the 17 community college entrepreneurship centers investigated in this report maintain at least one active relationship with an external partner; the majority of these centers maintain several of these relationships.
- **Entrepreneurship centers should create linkages between the center and the general curriculum, offering courses specific to entrepreneurship and small business ownership.** This practice was identified at each of the center investigated for this report. Many of the colleges offer an entrepreneurship focus as part of the more traditional Associate of Business Administration degree, while a majority have developed certificate programs in entrepreneurship and related fields.

- **The majority of entrepreneurship centers investigated as part of this report offer non-credit courses in entrepreneurship and small business management designed to reach the wider community.** These courses are often offered directly by the entrepreneurship center or other affiliated campus programs, such as a department of continuing education or a small business advisory center.
- **The most common small business and entrepreneur services offered by the community college entrepreneurship centers investigated in this report are education and consultation.** In most instances, business consultation is offered at no-cost to qualifying businesses and offers expertise in a variety of industries and business concepts.
- **The majority of the entrepreneurship centers investigated as part of this report are affiliated with a local or regional Small Business Development Center (SBDC), funded by the U.S. Government's Small Business Administration.** In such instances, these two entities generally maintain a close relationship, with the entrepreneurship center primarily focused on developing entrepreneurs and the SBDC offering services to existing companies.
- **Approximately half of the entrepreneurship centers investigated in this report have established a close relationship with one or more business incubators.** These incubators generally offer office space, business equipment, and consultation, while several also offer machining and other equipment necessary for manufacturing companies in the start-up phase.
- **At least 10 of the investigated entrepreneurship centers report at least one major corporate or philanthropic sponsor.** The NACCE recommends that community colleges interested in establishing an entrepreneurship initiative seek grant and donor contributions from local businesses and regional and national foundations to help secure initial start-up funding.

SECTION I: LITERATURE REVIEW AND ENVIRONMENTAL SCAN

In this section, Hanover Research provides a review of relevant literature on the subject of community college entrepreneurship initiatives and a summary of an environmental scan of entrepreneurship centers around the country. The literature examined in this report generally relates to the critical considerations in the planning, development and implementation of community college entrepreneurship centers and is primarily drawn from information provided by the National Association for Community College Entrepreneurship (NACCE). The environmental scan discussed in this section identifies common features in the design and implementation of entrepreneurship centers at 17 community colleges across the United States.

LITERATURE REVIEW

According to the Small Business Administration (SBA), large and small businesses account for an approximately equivalent number of private-sector jobs in the U.S. economy.¹ However, small businesses are responsible for the bulk of job creation in the U.S., accounting for approximately 63 percent of all new jobs between 1993 and 2013.² Furthermore, approximately 40 percent of the new jobs currently created in the United States are at small, start-up companies.³

Given the recent emphasis on job creation and economic recovery, community colleges are increasingly seen as a viable option for fostering and training the nation's next crop of entrepreneurs.⁴ However, despite this emphasis on entrepreneurship as a critical aspect in community college workforce development, **little secondary literature exists regarding the efficacy of community college entrepreneurship initiatives or the best practices for fostering entrepreneurship in the community college setting.** As such, this subsection reviews NACCE guidelines for establishing a community college entrepreneurship center.

¹ The Small Business Administration typically defines "small businesses" as those with fewer than 500 employees. (Source: Headd, B. "An Analysis of Small Business and Jobs." U.S. Small Business Administration. [http://www.sba.gov/sites/default/files/files/an%20analysis%20of%20small%20business%20and%20jobs\(1\).pdf](http://www.sba.gov/sites/default/files/files/an%20analysis%20of%20small%20business%20and%20jobs(1).pdf))

² "Small Business Facts and Data." Small Business and Entrepreneurship Council. <http://www.sbecouncil.org/about-us/facts-and-data/>

³ "Small Business Facts: Where Are the Jobs Created? New or Existing Businesses?" Small Business Administration. http://www.sba.gov/sites/default/files/Job_Creation.pdf

⁴ [1] Ortman, J. "A New Class of Entrepreneurial Community Colleges." Kauffman Foundation. <http://www.entrepreneurship.org/blogs/policy-forum-blog/2012/june/a-new-class-of-entrepreneurial-community-colleges.aspx>

[2] Snyder, T. "Community Colleges Support Entrepreneurs." The Huffington Post. February 7, 2014. http://www.huffingtonpost.com/tom-snyder/community-colleges-suppor_b_4740749.html

The National Association for Community College Entrepreneurship emphasizes the critical considerations in the establishment of an entrepreneurship center.⁵ Chief among these recommendations is to **carefully examine the local context, identify critical needs for the community, and attempt to fill identified service-gaps**. Accordingly, the planning process requires careful assessment and a detailed understanding of the local economy. A successful entrepreneurship center's mission and values must be aligned to the local economy, the interests of the student body and community, and an understanding of future industries.

Additionally, the NACCE highlights the importance of **creating an effective marketing campaign that reaches both the current student body and the wider community**. Writing in the *Community College Entrepreneur*, Tim Mittan, Director of the Entrepreneurship Center at Nebraska's Southeast Community College, notes that students and community members alike will inevitably require information as to the advantages of engaging with an entrepreneurship center.⁶ In order to reach the intended population, Mittan recommends launching a comprehensive "feature-benefit" marketing campaign to highlight the services and possible outcomes of working with the entrepreneurship center, and potentially attract both internal and external customers.⁷

The NACCE also **recommends forming partnerships with local, regional, and national organizations and businesses** as a means of furthering the development of an entrepreneurship center. Cristobal Valdez, a provost with Minnesota State Community and Technical College, notes that forming a partnership with a large, four-year institution – the University of North Dakota – lent credibility to his entrepreneurship center.⁸ Furthermore, Valdez found that the partnership has proven mutually beneficial for both parties, offering greater opportunities for students, entrepreneurs, and faculty affiliated with both institutions.⁹ Additionally, partnerships with business organizations – such as a local chamber of commerce and the Service Core of Retired Executives – can help colleges secure the non-monetary resources and technical expertise needed to help entrepreneurs succeed.

Finally, the NACCE addresses the issue of funding a community college entrepreneurship center. In all likelihood, securing funding will be the greatest challenge that a nascent entrepreneurship center will initially face. The NACCE recommends that **administrators do not feel constrained to traditional funding mechanisms**, but instead, reach out to potential donor organizations, such as local philanthropists and businesses and regional and national foundations, to help secure seed money to fund the initiative.¹⁰ In addition to local

⁵ Unless otherwise noted, the information provided in this subsection is drawn from: "Process for Creating an Entrepreneurship Center." National Association for Community College Entrepreneurship. <http://www.nacce.com/?Creatingeshipcente>

⁶ Mittan, T. "What's The Outcome?" *Community College Entrepreneur*. Summer / Fall 2007. p. 29. http://c.ymcdn.com/sites/www.nacce.com/resource/resmgr/journals/journal_summer07.pdf

⁷ *Ibid.* p. 30.

⁸ Valdez, C. "Developing the Right Relationships with Local Universities." *Community College Entrepreneur*. Spring 2008. pp. 27-28. http://c.ymcdn.com/sites/www.nacce.com/resource/resmgr/journals/spring_2008_issue.pdf

⁹ *Ibid.*

¹⁰ "Understanding the Value." *Community College Entrepreneur*. Fall / Winter 2008. pp. 5-8.

opportunities, NACCE notes that the Kauffman Foundation, the Coleman Foundation, and the John E. and Jeanne T. Hughes Foundation have been widely supportive of entrepreneurship education at community colleges across the country.¹¹

ENVIRONMENTAL SCAN

This subsection provides a summary of the models employed by entrepreneurship centers at community colleges across the United States. In particular, this section highlights common themes in community college entrepreneurship centers' missions and goals, business service offering, financing and revenue, and partnerships with external institutions. This section includes information drawn from the following 17 U.S.-community colleges:

- Bunker Hill Community College
- College of DuPage
- Cuesta College
- Gateway Community College
- Howard Community College
- Jefferson Community and Technical College
- Johnson County Community College
- Lake Erie College
- Lakeland Community College
- Lorrain County Community College
- North Iowa Area Community College
- Northeast Wisconsin Technical College
- Santa Fe College
- Southeast Community College
- Spokane Community College
- St. Petersburg College
- Wake Tech Community College

Note: A tabular summary of the information presented in this section is included as Appendix I of this report.

MISSION AND GOALS

In most instances, the stated mission of the entrepreneurship initiatives reviewed as part of this report included two primary elements: **fostering entrepreneurship** within the college and wider community and **providing guidance and consultation** to entrepreneurs and small business owners. Each of the entrepreneurship centers evaluated in this report specifically addressed developing entrepreneurs in their stated goals or mission statement. Generally, these statements address creating a basic knowledge of small business operations and helping interested students develop an entrepreneurial mindset. For example, The Center for Entrepreneurship at Lake Erie College (LEC) in Painesville, Ohio "...seeks to prepare and inspire the students of Lake Erie College to act entrepreneurially by positively influencing their ability, confidence and willingness to start and grow successful new ventures."¹² The LEC Center for Entrepreneurship further elaborates that this mission will be approached by

http://c.ymcdn.com/sites/www.nacce.com/resource/resmgr/journals/fallwinter2008_journal.pdf

¹¹ Ibid.

¹² "The Center for Entrepreneurship." Lake Erie College.

integrating entrepreneurial concepts into the wider liberal arts curriculum, helping students identify themselves as entrepreneurs, and preparing students with the analytical skills necessary to compete in business.¹³

Many of the mission statements and goals reviewed in the preparation of this report specifically address **stimulating growth and economic sustainability** within the service region, generally by providing business coaching and consultation services. For example, the Wells Fargo Center for Entrepreneurship at Wake Technical Community College in Raleigh, North Carolina has the express mission of helping both “...new and existing entrepreneurs get the training and support they need... and to foster local enterprise and economic growth.”¹⁴ The Wells Fargo Center for Entrepreneurship offers both credit and non-credit education and a range of business consulting services in the furtherance of this mission.¹⁵

Some of the community college-based entrepreneurship centers investigated in this report **tailor educational opportunities and services to specific business sectors and industries**. These focused entrepreneurial initiatives generally cover a wide-range of business sectors that are considered relevant to the local economic context, including the arts (Northeast Wisconsin Technical College) and rural or agricultural businesses (North Iowa Area Community College). Similarly, the Center for Entrepreneurial Innovation at Gateway Community College in Phoenix, Arizona has placed emphasis on the development of emerging technology, biotechnology, and renewable energy start-ups in the college’s service area.

RELATIONSHIP WITH COLLEGE AND EXTERNAL PARTNERSHIPS

Each of the entrepreneurship centers investigated in the preparation of this report maintain a close-working relationship with the host community college, though the nature of this relationship is somewhat variable. **In most instances, it appears that core entrepreneurship center staff are employees of the college**, with additional technical support provided by faculty, external volunteers, and consultants. The majority of the evaluated-entrepreneurship centers also work closely with related programs and initiatives at the college, such as departments of business administration, departments of continuing education, and other various business services initiatives.

In most instances, community colleges with entrepreneurship centers have developed credit courses focused on entrepreneurship and small business as part of the curriculum. Many of the colleges included in Appendix I offer an Associate of Business Administration

¹³ Ibid.

¹⁴ “Wells Fargo Center for Entrepreneurship.” Wake Technical Community College.

<http://www.waketech.edu/programs-courses/non-credit/build-your-business/center-entrepreneurship>

¹⁵ [1] “Corporate Solutions.” Wake Technical Community College. <http://www.waketech.edu/programs-courses/non-credit/build-your-business/corporate-solutions>

[2] “Customized Industry Training.” Wake Technical Community College.

<http://www.waketech.edu/programs-courses/non-credit/build-your-business/customized-industry-training>

[3] “Professional Development.” Wake Technical Community College. <http://www.waketech.edu/programs-courses/non-credit/build-your-business/professional-development>

with an entrepreneurship emphasis (or similar), or, in some instances, an Associate Degree in Entrepreneurship. The majority of these colleges also offer entrepreneurship certificate options that are available to all enrolled students. Some colleges also offer a wide-range of entrepreneurship-related certificates, such as writing and developing business plans, planning for family businesses, and franchising.

Non-credit courses in entrepreneurship and small-business management were also noted as a common feature of the entrepreneurship centers investigated in this report. Offered either directly by the entrepreneurship center or affiliated small business development centers, these educational workshops and seminars typically emphasized topics related to small business development and growth, developing marketing plans, and using social media as a development tool. Hanover Research noted that such non-credit courses were offered on a fee and no-cost basis.

All 17 of the community college entrepreneurship centers included in this report have established at least one partnership with an external organization. These partnerships included local businesses, local business affiliates, such as the Chamber of Commerce, and regional and national foundations, such as the National Association for Community College Entrepreneurship, the Ewing Marion Kauffman Foundation, and the Service Core of Retired Executives (SCORE). **Eleven of the entrepreneurship centers also hosted or maintained a close relationship with the local Small Business Development Center, funded by the U.S. Government's Small Business Administration (SBA).**

BUSINESS AND ENTREPRENEURSHIP SERVICES

In addition to the education programs discussed above, the community college entrepreneurship centers included in Appendix I typically offer a number of services designed to assist aspiring entrepreneurs and established small business owners. **All but two of the 17 entrepreneurship centers or their affiliates included in this report advertise some form of business consulting services, typically at no-cost.** Common business services offered by entrepreneurship centers include:

- Consulting and technical assistance;
- Business plan development and review;
- Market analysis;
- Marketing plan development; and
- Financial assessment.

Eight of these entrepreneurship centers have also developed and/or maintained close relationships with business incubators to help new businesses develop and connect entrepreneurs to additional community resources. These incubators generally offer office space and equipment, access to business consultancy, and, in some instances, machining and other equipment necessary for the production of products. A review of business incubator policies suggests that the typical term of lease within an incubator is 36 months,

although several incubators noted that this term could be extended or shortened, depending on the stipulations set forth in the business plan.

FINANCING AND REVENUE

In general, information related to financing, revenue, and return-on-investment at each of the community college entrepreneurship centers investigated in this report was not readily available. **At least ten of the entrepreneurship centers report at least one corporate or philanthropic sponsor.** However, even in these instances, it appears that the entrepreneurship center is at least partially funded by the college. Some of the colleges also charge registration fees for non-credit entrepreneurship seminars and workshops, though it appears that these fees are not substantial enough to significantly offset operations costs.

SECTION II: ENTREPRENEURSHIP CENTER PROFILES

In this section, Hanover Research presents profiles of five community college-based entrepreneurship centers. Hanover Research selected these five institutions to present a range of models for the design and development of the entrepreneurship center; the selection is based on geographic locale and references within the existing body of secondary literature. This section includes detailed profiles of entrepreneurship support and education at the following institutions:

- Johnson County Community College (Overland Park, Kansas)
- Northeast Wisconsin Technical College (Green Bay, Wisconsin)
- North Iowa Area Community College (Mason City, Iowa)
- Southeast Community College (Lincoln, Nebraska)
- Wake Technical Community College (Raleigh, North Carolina)

JOHNSON COUNTY COMMUNITY COLLEGE

Johnson County Community College (JCCC) is a publicly funded suburban community college currently serving approximately 20,421 full-time undergraduate students in the Kansas City, Kansas metropolitan area.¹⁶ Following a philanthropic donation from the Ewing Marion Kauffman foundation in 2003, JCCC merged credit and non-credit course offerings and formed the JCCC Center for Entrepreneurship to develop and support local entrepreneurs in the greater-Kansas City area.¹⁷ According to JCCC, the Center for Entrepreneurship's mission is to:¹⁸

“...increase economic prosperity in Kansas by training aspiring and existing entrepreneurs to research, plan, start and grow their businesses through classroom instruction, student organization activities professional consulting and management training workshops.”

¹⁶ [1] “College Navigator: Johnson County Community College.” National Center for Education Statistics.

<http://nces.ed.gov/collegenavigator/?id=155210>

[2] “About Johnson County Community College.” Johnson County Community College.

<http://www.jccc.edu/about/index.html>

¹⁷ “The Center for Entrepreneurship.” Johnson County Community College.

http://www.jccc.edu/photo_stories/2010/0111-entrepreneurship-center.html

¹⁸ “Responding to the Dynamic Demands of Entrepreneurship Programming.” Johnson County Community College. Presented at the 8th Annual National Association for Community College Entrepreneurship. 2010.

http://c.ymcdn.com/sites/www.nacce.com/resource/collection/3D9FA46F-515E-4EAF-8E9D-85A04C0331EC/Responding_to_the_Dynamic_Demands_of_Entrepreneurship_Programming.pdf

PARTNERSHIPS

In January 2013, the Kauffmann Foundation announced that JCCC would be one of three community colleges across the country to pilot a new grant funding arrangement called the Innovation Fund America (IFA), a non-profit partnership between the Kauffman Foundation and Lorrain County Community College in Elyria, Ohio.¹⁹ The IFA is set to distribute between six and ten \$25,000 grants to start-up companies affiliated with these three colleges three to four times each year.²⁰ However, despite this investment in small businesses associated with the Center for Entrepreneurship, the Kansas City Business Journal reports that JCCC will continue to fund the Center through a philanthropic fund raising campaign unaffiliated with the Kauffman Foundation.²¹

Additionally, the JCCC Center for Entrepreneurship maintains partnerships with more than 30 local, regional, and national organizations, including the Kansas Small Business Development Center (KSBDC), the Service Core for Retired Executives (SCORE), and the Enterprise Center of Johnson County.²²

SMALL BUSINESS AND ENTREPRENEUR SERVICES

The JCCC Center for Entrepreneurship's primary goals relate to the training and education of entrepreneurs and small business owners. However, JCCC has established a relationship with the Kansas Small Business Development Center (KSBDC) to offer a host of business consulting services and continuing education workshops and seminars.²³ Currently hosted within the JCCC Center for Entrepreneurship, the KSBDC offers no-cost, professional consulting services with expertise in the fields of small business management, growth strategies, marketing, and financial analysis (Figure 2.1). Professional consultation services are overseen by KSBDC personnel and offered at the JCCC Center for Entrepreneurship.²⁴

¹⁹ Ruhe, T. "Kauffman Foundation, Lorain County Community College Select Three Schools to Pilot Entrepreneurship Education, Funding Program." The Kauffman Foundation.

<http://www.kauffman.org/newsroom/2013/01/kauffman-foundation-lorain-county-community-college-select-3-schools-to-pilot-entrepreneurship-education-funding-program>

²⁰ Raletz, A. "Kauffman Foundation Partnership Picks JCCC for Entrepreneurial Program." Kansas City Business Journal. February 1, 2013. <http://www.bizjournals.com/kansascity/blog/2013/02/kauffman-foundation-partnership-picks.html>

²¹ Ibid.

²² "JCCC KSBDC Partnerships." Johnson County Community College. <http://www.jccc.edu/ksbdc/partners.html>

²³ "The Center for Entrepreneurship." Johnson County Community College.

²⁴ "KSBDC Consulting Services." Johnson County Community College. <http://www.jccc.edu/ksbdc/consulting-services.html>

Figure 2.1: KSBDC Professional Consulting Services

BUSINESS SEGMENT	SPECIFIC SERVICES
Small Business Management	<ul style="list-style-type: none"> • Business and strategic planning • Business analysis • Exit strategies and succession planning
Growth Strategies	<ul style="list-style-type: none"> • Feasibility assessment • New product cost and pricing • Financial inventory and growth potential
Marketing	<ul style="list-style-type: none"> • Developing marketing strategies • Search Engine Optimization (SEO) • Identifying target market segments • Understanding the use of social media
Financial Analysis	<ul style="list-style-type: none"> • Interpreting financial statements • Cash flow projections • Profit retention and maximization • Developing financial plans

Source: Johnson County Community College²⁵

ENTREPRENEURSHIP IN THE CURRICULUM

Johnson County Community College has developed a unique entrepreneurship education program that has been accredited by the Accreditation Council for Business Schools and Programs (ACBSP).²⁶ Currently, the entrepreneurship program offers at least 10 for-credit courses designed specifically to address issues facing entrepreneurs and small business owners in today’s economy (Appendix II A).²⁷ The JCCC Associate of Applied Science in Entrepreneurship degree draws upon this pool of classes, requiring students to complete 25 general education, business, and entrepreneurship courses for a total of 65 credits (Figure 2.2).²⁸ Alternatively, students can earn the JCCC Entrepreneurship Certificate by passing 13 courses for a total of 34 credits, typically completed over the two semesters.²⁹

²⁵ Ibid.

²⁶ “Entrepreneurship.” Johnson County Community College. <http://www.jccc.edu/entrepreneurship/>

²⁷ “Course Catalog: Entrepreneurship (ENTR).” Johnson County Community College. <http://catalog.jccc.edu/fall/coursedescriptions/entr/>

²⁸ “Entrepreneurship AAS.” Johnson Community College. <http://catalog.jccc.edu/fall/degrecertificates/entrepreneurship/entrepreneurship-aas/>

²⁹ “Entrepreneurship Certificate.” Johnson County Community College. <http://catalog.jccc.edu/fall/degrecertificates/entrepreneurship/entrepreneurship-cert/>

Figure 2.2: AAS in Entrepreneurship Curriculum

FIRST TERM	SECOND TERM
<ul style="list-style-type: none"> • Introduction to Entrepreneurship* • Entrepreneurial Mindset* • Composition I • Business Mathematics • Interpersonal Communication 	<ul style="list-style-type: none"> • Opportunity Analysis* • Professional Selling* • Small Business Accounting* • Marketing* • Business Professional Skills* • Consumer Behavior* • Entrepreneurship Internship I
THIRD TERM	FOURTH TERM
<ul style="list-style-type: none"> • Financial Management for Small Business* • Legal Issues for Small Business* • Family Business* • Business Communications • Entrepreneurship Internship II • eMarketing* • Human Relation 	<ul style="list-style-type: none"> • Entrepreneurial Marketing • Fast Track Business Plan* • Survey of Economics • Economics I • Economics II • U.S. History Since 1877

Source: Johnson Community College³⁰

Note: Course marked with an asterisk (*) are required for the Entrepreneurship Certificate program.

Additionally, the JCCC entrepreneurship program has developed a number of additional certificate options and programs designed for students involved in specific areas of entrepreneurship or small business management.³¹ Typically completed in one to two semesters of full-time education, these certificate options draw upon a pool of courses offered by the JCCC entrepreneurship program and the general Business Administration curriculum. Currently, JCCC offers the following entrepreneurship-related certificates:³²

- Business Plan Certificate
- Family Business Certificate
- Franchising Certificate
- Direct Sales Certificate

Additionally, the JCCC Center for Entrepreneurship and the KSBDC offer a number of non-credit workshops and seminars designed to address the critical issues facing small business owners and entrepreneurs. In addition to hosting SCORE workshops, JCCC and KSBDC offer a number of online and on-campus courses on topics such as accounting, securing government contracts, writing business plans, and financial planning.³³ Classes range from no-cost to \$190, with discounts offered for individuals enrolling in three or more courses.³⁴

³⁰ "Entrepreneurship AAS." Johnson Community College. Op cit.

³¹ "Entrepreneurship." Johnson County Community College. Op cit.

³² Ibid.

³³ "Kansas Small Business Development Center." Johnson County Community College.
<http://www.jccc.edu/ksbdc/index.html>

³⁴ Ibid.

NORTHEAST WISCONSIN TECHNICAL COLLEGE

Northeast Wisconsin Technical College (NWTC) is a publicly funded urban community college serving approximately 10,000 students at its three campuses in Green Bay, Marinette, and Sturgeon Bay, Wisconsin.³⁵ In 2012, NWTC re-launched a long-dormant program – the Entrepreneur Resource Center (ERC) – to assist student-entrepreneurs and small businesses in northeast Wisconsin with comprehensive education, technical support, and networking opportunities.³⁶ The NWTC works closely with the college’s Corporate Training and Economic Development department to meet the needs of both start-up and established companies based in the Green Bay area.³⁷

PARTNERSHIPS

The NWTC Entrepreneur Resource Center has formed a number of partnerships with local and national organizations to add depth to available programming and business services. Notably, the ERC maintains a relationship with the Small Business Development Center and the University of Wisconsin – Green Bay, the Door County Business Development Center, and the Farm Market Kitchen.³⁸ Additionally, the ERC works with the Advanced Business and Manufacturing Center to provide office and industrial space to local start-up businesses involved in all facets of manufacturing.³⁹

The ERC is also affiliated with two similar NWTC programs: the Artisan and Business Center and the Corporate Training and Economic Development Department.⁴⁰ The Artisan and Business Center provides workshops and studio space for developing artisans interested in pursuing business opportunities in artistic endeavors, including ceramics, woodturning, textiles and metallurgy.⁴¹ The NWTC Corporate Training and Economic Development Department is a dedicated business services organization offering a wide-range of services, including small business training and seminars, conferences, customized professional development, and grants resources.⁴²

³⁵ [1] “College Navigator: Northeast Wisconsin Technical College.” National Center for Education Statistics. <http://nces.ed.gov/collegenavigator/?id=239488>

[2] “College Overview.” Northeast Wisconsin Technical College. <http://www.nwtc.edu/aboutus/overview/Pages/default.aspx>

³⁶ [1] Sherman, R. “NWTC Entrepreneur Center Helps Businesses Get It Right the First Time.” Green Bay Press Gazette. February 3, 2013. <http://www.greenbaypressgazette.com/article/20130203/GPG03/302030184/NWTC-entrepreneur-center-helps-businesses-get-right-first-time>

[2] “Entrepreneurship Resource Center.” Northeast Wisconsin Technical College. http://www.nwtc.edu/academics/training_and_cont_ed/entrepreneurship/Pages/Home.aspx

³⁷ “Entrepreneurship Resource Center.” Northeast Wisconsin Technical College. Op cit.

³⁸ “Entrepreneurship Resource Center: Business Incubators.” Northeast Wisconsin Technical College. http://www.nwtc.edu/academics/training_and_cont_ed/entrepreneurship/Pages/Business-Incubators.aspx

³⁹ “Advanced Business Manufacturing Center.” Green Bay Area Economic Development. <http://www.titletown.org/programs/economic-development/advance-business--manufacturing-center>

⁴⁰ [1] “Entrepreneurship Resource Center: Business Incubators.” Northeast Wisconsin Technical College. Op cit. [2] “About Corporate Training and Development.” Northeast Wisconsin Technical College.

http://www.nwtc.edu/academics/training_and_cont_ed/Pages/about.aspx

⁴¹ “Artisan and Business Center.” Northeast Wisconsin Technical College. <http://www.nwtc.edu/academics/progteamsites/artsatnwtc/Pages/home.aspx>

⁴² “About Corporate Training and Development.” Northeast Wisconsin Technical College. Op cit.

SMALL BUSINESS AND ENTREPRENEUR SERVICES

Northeast Wisconsin Technical College's ERC currently offers business consultation and incubation services. The ERC's no-cost, one-on-one business coaching services are designed to support small businesses at all stages of development.⁴³ Available services include assistance with feasibility assessments, business plan development, growth and sustainability planning, and new product development.⁴⁴ The Entrepreneurship Resource Center is also affiliated with a number of dedicated business incubators to support start-up businesses engaged in a range of sectors and industries (Figure 2.3).

Figure 2.3: NWTC ERC-Affiliated Business Incubators

INCUBATOR (LOCATION)	DESCRIPTION
Woodland Kitchen Incubator (Aurora, WI)	<ul style="list-style-type: none"> Licensed and fully-equipped shared kitchen space Users pay hourly fee for use Provides technical guidance and consulting for entrepreneurs in the culinary services industry
Virtual Incubator (Marinette, WI; Online)	<ul style="list-style-type: none"> Business consultation and support Based at Marinette Campus, though services are offered only online
Advance Business and Manufacturing Center Incubator (Green Bay, WI)	<ul style="list-style-type: none"> No-cost business consultation from the NWTC ERC, SCORE, and University of Wisconsin - Green Bay Office space and machine shop

Source: Northeast Wisconsin Technical College⁴⁵

Additionally, the NWTC ERC hosts a periodic forum known as the "Peer-to-Peer Roundtable."⁴⁶ Based on the peer learning perspective developed by the Edward Lowe Foundation, the Peer-to-Peer Roundtable provides an opportunity for small to mid-sized business owners and CEOs to discuss business challenges and solutions that may present themselves in the local context. The Peer-to-Peer Roundtable sessions typically last between three and four hours and require an annual membership fee of between \$895 and \$1,495.⁴⁷

ENTREPRENEURSHIP IN THE CURRICULUM

NWTC students have two primary options for pursuing entrepreneurship related degrees: an Associate Degree in Business Management with an Entrepreneurship Emphasis and an Entrepreneurship Certificate.⁴⁸ The Associate's Degree option requires students to complete 26 courses totaling 69 credits, with six of the courses specific to addressing

⁴³ "Entrepreneurship Resource Center: One-on-One Coaching." Northeast Wisconsin Technical College. http://www.nwtc.edu/academics/training_and_cont_ed/entrepreneurship/Pages/One-on-One-Coaching.aspx

⁴⁴ Ibid.

⁴⁵ "Entrepreneurship Resource Center: Business Incubators." Northeast Wisconsin Technical College. Op cit.

⁴⁶ "Peer-to-Peer Roundtable." Northeast Wisconsin Technical College. http://www.nwtc.edu/academics/training_and_cont_ed/entrepreneurship/Pages/peer-to-peer-roundtable.aspx

⁴⁷ Ibid.

⁴⁸ "Entrepreneurship Resource Center: Education and Training." Northeast Wisconsin Technical College. http://www.nwtc.edu/academics/training_and_cont_ed/entrepreneurship/Pages/Education-and-Training.aspx

entrepreneurship and small business management (Figure 2.4 and Appendix II B).⁴⁹ Alternatively, students earn the Entrepreneurship Certificate upon the completion of five courses totaling 15 credits.⁵⁰ Both academic options are currently available at all three NWTC campus locations.

Figure 2.4: AA in Business Management, Entrepreneurship Emphasis Curriculum

FIRST TERM	SECOND TERM
<ul style="list-style-type: none"> • Business Principles • Intro. to Microsoft Word • Intro. to Microsoft Excel • Marketing Principles • Career Planning • English Composition • Math with Business Applications 	<ul style="list-style-type: none"> • Accounting-for Non-Accountants • Operations Management 1 • Organizing Your Small Business* • Small Business Financial Management* • Think Critically and Creatively • Economics
THIRD TERM	FOURTH TERM
<ul style="list-style-type: none"> • Accounting - QuickBooks • Operations Management 2 • Career Preparation • Marketing Your Small Business* • Entrepreneurial Service Management* • Supervision • Oral/Interpersonal Communication 	<ul style="list-style-type: none"> • Business Law and Ethics • Global Business Management • Business Management - Career Experience • Writing a Business Plan* • Intro. to Diversity Studies • Intro. to Psychology

Source: Northeast Wisconsin Technical College⁵¹

Note: Course marked with an asterisk (*) are required for the Entrepreneurship Certificate program.

NWTC has also developed a number of training and development initiatives to support businesses based within the service area. For example, NWTC has established a Corporate Training and Economic Development department to provide fee-based customized professional development to businesses engaged in a wide-range of industries and sectors.⁵² As of 2013, the NWTC Corporate Training and Economic Development department has served more than 1,100 businesses in the fields of public and environmental safety, health, and general business services.⁵³ Additionally, the NWTC Entrepreneurship Resource Center offers a variety of non-credit workshops and seminars, including:⁵⁴

⁴⁹ "Business Management - Entrepreneurship Emphasis Program." Northeast Wisconsin Technical College.

<http://www.nwtc.edu/academics/degrees/business/management-marketing/Pages/BusMgmtEntrepreneurship.aspx>

⁵⁰ "Entrepreneurship Certificate." Northeast Wisconsin Technical College.

<http://www.nwtc.edu/academics/certificates/Pages/Entrepreneurship.aspx>

⁵¹ [1] "Business Management – Entrepreneurship Emphasis Program." Northeast Wisconsin Technical College. Op cit.

[2] "Entrepreneurship Certificate." Northeast Wisconsin Technical College. Op cit.

⁵² "About Corporate Training and Development." Northeast Wisconsin Technical College. Op cit.

⁵³ "Training and Seminars." Northeast Wisconsin Technical College.

http://www.nwtc.edu/academics/training_and_cont_ed/training/Pages/default.aspx

⁵⁴ "Seminars." Northeast Wisconsin Technical College.

https://corporatetraining.nwtc.edu/seminars?utf8=%E2%9C%93&title=&tags=business&seminar_type=Both&commit=Search

- Strategic Planning;
- Intrapreneurship Training;
- Leveraging LinkedIn;
- Employee Engagement; and
- Understanding Search Engine Optimization.

NORTH IOWA AREA COMMUNITY COLLEGE

North Iowa Area Community College (NIACC) is a publicly funded rural community college currently serving approximately 3,300 undergraduate students at its main campus in Mason City and satellite education centers in Charles City, Garner, Hampton, Lake Mills, and Osage, Iowa.⁵⁵ In 1996, NIACC alumnus John Pappajohn donated \$550,000 dollars for the establishment of the John Pappajohn Entrepreneurial Centers (JPEC), which were established at five colleges and universities – including NIACC – across the state.⁵⁶ Each JPEC has since developed its own goals and agenda with the NIACC JPEC’s stated mission to “...enhance the quality of life through:

- **Entrepreneurship Education:** Teaching skills to maximize the likelihood of entrepreneurial success;
- **Entrepreneur and Business Support:** Helping businesses launch and thrive in a dynamic environment; and
- **Partnerships to Stimulate Entrepreneurship:** Work with others to help leverage resources and maximize impact.”⁵⁷

PARTNERSHIPS

The JPEC has established a number of successful partnerships with local and state-level organizations to provide additional services, resources, and networks to small business owners. Notably, the NIACC JPEC hosts the North Iowa Small Business Development Center (SBDC), offering one-on-one counseling, information services, and connections with federal, state, and local business resources.⁵⁸ Additionally, the NIACC JPEC has developed a Youth Entrepreneurial Academy (YEA) that offers a no-cost, five-day workshop to up to 25 aspiring entrepreneurs representing the Lincoln Area. All JPEC YEA participants also receive a \$500

⁵⁵ [1] “College Navigator: North Iowa Area Community College.” National Center for Education Statistics. <http://nces.ed.gov/collegenavigator/?id=154059>

[2] “About NIACC.” North Iowa Area Community College. <http://www.niacc.edu/about/>

⁵⁶ “Pappajohn Entrepreneurial Center: Mr. John Pappajohn.” North Iowa Area Community College. <http://www.niacc.edu/pappajohn/about/mr-john-pappajohn/>

⁵⁷ [1] “Pappajohn Entrepreneurial Center: Mr. John Pappajohn.” North Iowa Area Community College. Op cit.

[2] “Pappajohn Entrepreneurial Center: About.” North Iowa Area Community College. <http://www.niacc.edu/pappajohn/about/>

⁵⁸ “Pappajohn Entrepreneurial Center: Small Business Development Center.” North Iowa Area Community College. <http://www.niacc.edu/pappajohn/business-development/small-business-development-center/>

scholarship to take courses at NIACC and have the opportunity to compete for seed money in the business plan competition.⁵⁹

In addition, JPEC has established partnerships with the Wellmark Venture Capital fund to help create access to capital for qualifying small businesses throughout Iowa.⁶⁰ Eligible companies must be for-profit and based in Iowa, with a preference shown for enterprise engaged in information technology, education technology, manufacturing, health care instrumentation, and biotechnology.⁶¹ Applications for financing are submitted to and reviewed by staff at four university-based JPECs – NIACC, Iowa State University, University of Iowa, and University of North Iowa – before an executive team representing Wellmark and other relevant business interests determines finalists.⁶²

SMALL BUSINESS AND ENTREPRENEUR SERVICES

The JPEC at NIACC advertises a wide-range of business and consulting services generally falling under one of two categories: business development or entrepreneurial education.⁶³ The NIACC JPEC maintains a team of business experts and resources to provide consultation in the areas of business start-up and expansion, technical assistance, and financing to help small and growing businesses reach markets and operate sustainably (Figure 2.5).⁶⁴ Currently, the JPEC maintains six full-time staff, including four with extensive experience working in the private and public sectors.⁶⁵

⁵⁹ “Pappajohn Entrepreneurial Center: Youth Entrepreneurial Academy.” North Iowa Area Community College.
<http://www.niacc.edu/pappajohn/entrepreneurial-education/youth-entrepreneurial-academy/>

⁶⁰ “Wellmark Venture Capital and Economic Development Program.” Wellmark.
<https://www.wellmark.com/AboutWellmark/Community/WellmarkVentureCapital.aspx>

⁶¹ “Wellmark Venture Capital Fund.” North Iowa Area Community College.
<http://www.jpec.org/sites/all/themes/glossy/pdf/Wellmarkapp.pdf>

⁶² [1] “Wellmark Venture Capital and Economic Development Program.” Wellmark. Op cit.
[2] “Wellmark Venture Capital Fund Application.” North Iowa Area Community College. Op cit.

⁶³ “Pappajohn Entrepreneurial Center: Services.” North Iowa Area Community College.
<http://www.niacc.edu/pappajohn/services/>

⁶⁴ “Pappajohn Entrepreneurial Center: Growing Entrepreneurs in Iowa.” North Iowa Area Community College.
<http://www.niacc.edu/pappajohn/about/growing-entrepreneurs-in-iowa/>

⁶⁵ “Pappajohn Entrepreneurial Center: Contact Us.” North Iowa Area Community College.
<http://www.niacc.edu/pappajohn/contact-us/jamie-zanios/>

Figure 2.5: JPEC Business and Entrepreneurship Services

BUSINESS SERVICES	AREAS OF EXPERTISE
Business Start-up and Expansion Services	<ul style="list-style-type: none"> • Counseling, business feasibility, and business plan preparation • Market research and assessment • Mentoring and networking opportunities • Incubators and business accelerators
Technical Assistance	<ul style="list-style-type: none"> • Access to Iowa universities' technology development resources • Intellectual property assessment and advice • Consultation in law, marketing, strategic planning, and grant development • Research and development funding sources
Access to Capital	<ul style="list-style-type: none"> • Seed and venture funds • Guidance for commercial lending and small business lending programs • Annual venture capital and entrepreneur conference

Source: North Iowa Area Community College⁶⁶

The NIACC JPEC also hosts the North Iowa Business Incubator, offering qualifying businesses a range of resources and support services, including office space, manufacturing assistance, professional consultation, machining tools, and access to a reference library.⁶⁷ Businesses participating in the incubation program typically sign a 36-month lease, which can be shortened or extended based on the stipulations of the business plan. Similarly, the NIACC JPEC also hosts an Iowa Business Accelerator – a state-funded business consultation service providing business plan review, operations support, export/import assistance, and succession planning for qualifying businesses.⁶⁸

The JPEC has also developed several mechanisms for connecting small businesses to capital resources. For example, the NIACC and JPEC have teamed-up to create a “Nano-Loan Program,” designed to generate seed money for emerging “pre-bankable” businesses.⁶⁹ Specifically designed for demographic groups that are traditionally underrepresented in business ownership – namely women, minorities, and individuals with disabilities – the Nano-Loan program provides successful applicants with up to \$2,500 in a low-interest loan. Businesses participating in the North Iowa Business Incubator have the option of applying for a second \$5,000 loan once the conditions of the original loan have been met.⁷⁰ Additionally, the JPEC has established a relationship with the Wellmark Venture Capital Fund, offering participating businesses the chance to receive between \$10,000 and \$150,000 in convertible debt financing.⁷¹

⁶⁶ Bulleted items taken verbatim from: “Pappajohn Entrepreneurial Center: Growing Entrepreneurs in Iowa.” North Iowa Area Community College. Op cit.

⁶⁷ “Pappajohn Entrepreneurial Center: Business Incubator.” North Iowa Area Community College.
<http://www.niacc.edu/pappajohn/business-development/start-a-business/business-incubator/>

⁶⁸ “Pappajohn Entrepreneurial Center: Business Accelerator.” North Iowa Area Community College.
<http://www.niacc.edu/pappajohn/business-development/growing-an-existing-business/business-accelerator/>

⁶⁹ “Nano-Loan Program.” Pappajohn Entrepreneurial Center and North Iowa Area Community College.
http://2o3sst1o12gf48pyhtyawoft37.wpengine.netdna-cdn.com/pappajohn/files/PDF_Files/NanolanbrocRev2.pdf

⁷⁰ Ibid.

⁷¹ “Wellmark Venture Capital Fund Application.” North Iowa Area Community College.
http://2o3sst1o12gf48pyhtyawoft37.wpengine.netdna-cdn.com/pappajohn/files/PDF_Files/WCVFappJuly11.pdf

ENTREPRENEURSHIP IN THE CURRICULUM

NIACC and the JPEC have collaborated to design two entrepreneurship-focused academic programs: the Associate of Applied Science in Entrepreneurship and Small Business Management and the Pappajohn Entrepreneurial Certificate.⁷² The AA degree program requires that students complete a total of 60 semester hours of business-specific and general education courses, while the certificate program can be completed in only 18 semester hours (Figure 2.6).⁷³ However, the majority of the coursework associated with the two program options appears to be drawn from the general Business and Business Administration AA programs;⁷⁴ only two of the required courses – “Introduction to Entrepreneurship” and “Creating a Company” – appear to have an explicitly entrepreneurial focus.

Figure 2.6: AA in Entrepreneurship and Small Business Management Curriculum

FIRST TERM	SECOND TERM
<ul style="list-style-type: none"> • Computer Business Applications • Introduction to Business • Introduction to Entrepreneurship • Workplace Professionalism • Principles of Management 	<ul style="list-style-type: none"> • Introduction to Accounting • Emerging Business Practices and Technologies • Creating a Company • Human Resource Management • Principles of Marketing
THIRD TERM	FOURTH TERM
<ul style="list-style-type: none"> • Business Law I • Composition I • Introduction to Finance • Business Elective(s) 	<ul style="list-style-type: none"> • Comprehensive Spreadsheets • Insurance and Risk Management • Composition II • Business Elective(s) • Natural Science/Mathematics Elective(s)

Source: North Iowa Area Community College⁷⁵

The NIACC JPEC also offers two non-credit workshops to help burgeoning entrepreneurs master the basics of small business development and management. The JPEC “Launch and Grow Your Business” is a low-cost 15-hour workshop designed to help further develop an existing business concept and teach participants to write a comprehensive business plan.⁷⁶

⁷² “North Iowa Area Community College General Catalog, 2013-2014.” North Iowa Area Community College. pp. 36-37. <http://viewer.zmags.com/publication/b5dfd37c#/b5dfd37c/36>

⁷³ [1] “Curriculum – Entrepreneurship and Small Business Management.” North Iowa Area Community College. <http://www.niacc.edu/academics/career-clusters/entrepreneurship-and-small-business-management/curriculum/>

[2] “Curriculum – The Pappajohn Entrepreneurial Certificate.” North Iowa Area Community College.

<http://www.niacc.edu/academics/career-clusters/the-pappajohn-entrepreneurial-certificate/curriculum/>

⁷⁴ [1] “Business: Two-Year Sample Schedule.” North Iowa Area Community College.

<http://www.niacc.edu/academics/sample-schedules-2-year-plans/business/>

[2] “Curriculum – Business Administration Degree.” North Iowa Area Community College.

<http://www.niacc.edu/academics/career-clusters/business-administration-degree/curriculum/>

⁷⁵ “Curriculum – Entrepreneurship and Small Business Management.” North Iowa Area Community College.

<http://www.niacc.edu/academics/career-clusters/entrepreneurship-and-small-business-management/curriculum/>

⁷⁶ “Pappajohn Entrepreneurial Center: JPEC Launch and Grow Your Business.” North Iowa Area Community College.

<http://www.niacc.edu/pappajohn/business-development/jpec-launch-grow-your-business/>

The JPEC also hosts the Ultimate Sales Academy workshop, to help small business owners grow and develop their business.⁷⁷

SOUTHEAST COMMUNITY COLLEGE

Southeast Community College (SCC) is a publicly funded urban community college currently serving approximately 10,200 undergraduate students at campuses in Beatrice, Lincoln, and Milford, Nebraska.⁷⁸ SCC has partnered with a number of local, regional, and state-level organizations to develop the Entrepreneurship Center, a full-service business-resource hub offering business coaching, business development assistance, funding preparation assistance, and entrepreneurial education.⁷⁹ According to SCC, the Entrepreneurship Center mission is to:⁸⁰

“...Discover and Develop the Talents of individuals in order to Enhance Business and community through the Creation and Development of Academic, Research, Outreach and support initiatives that encourage the spirit of entrepreneurship and support entrepreneurs of all ages.”

PARTNERSHIPS

The SCC Entrepreneurship Center has established relationships with a number of external organizations to help connect businesses with technical assistance and other resources, and to help foster the entrepreneurial spirit in a younger generation of Nebraska residents. Notably, the Entrepreneurship Center has partnered with the Nebraska Business Development Center (NBDC) to help connect small businesses to capital and provide free expert coaching and consultation.⁸¹ Originally launched by the University of Nebraska at Omaha, the NBDC maintains two full-time staff in the SCC Entrepreneurship Center, and draws upon faculty expertise from six other university-based NBDC regional centers.⁸² Additionally, the Center works with volunteers from SCORE to provide pro bono business consulting and technical assistance.⁸³

The Entrepreneurship Center is also affiliated with two entrepreneurship and business-related programs sponsored by Lincoln Public Schools (LPS): Entrepreneurship Focus and Information Technology Focus.⁸⁴ The Entrepreneurship Focus program is a one year,

⁷⁷ [1] “Pappajohn Entrepreneurial Center: SBDC Workshops.” North Iowa Area Community College. <http://www.niacc.edu/pappajohn/business-development/small-business-development-center/sbdc-workshops/>

[2] “Ultimate Sales Academy.” Ultimate Sales Academy. <http://www.ultimatesalesacademy.com/>

⁷⁸ [1] “College Navigator: Southeast Community College Area.” National Center for Education Statistics. <http://nces.ed.gov/collegenavigator/?id=181640>

[2] “SCC At-a-Glance.” Southeast Community College. <https://www.southeast.edu/SCCAtAGlance/>

⁷⁹ “Entrepreneurship Center: Home.” Southeast Community College. <https://www.southeast.edu/Entrepreneurship/>

⁸⁰ Ibid.

⁸¹ [1] “Entrepreneurship Center: Home.” Southeast Community College. Op cit.

[2] “Lincoln Center.” Nebraska Business Development Council. <http://nbdc.unomaha.edu/lincoln/>

⁸² [1] “About NBDC.” Nebraska Business Development Council. <http://nbdc.unomaha.edu/about/index.cfm>

[2] “Lincoln Center.” Nebraska Business Development Council. Op cit.

⁸³ “Entrepreneurship Center: Home.” Southeast Community College. Op cit.

⁸⁴ “What Can the SCC Entrepreneurship Center Do for You?” Southeast Community College. Op cit.

intensive program for high school students who are interested in operating their own business. The program employs a proprietary curriculum emphasizing business communication, math, and social sciences, and allows students the opportunity to earn dual-credit in entrepreneurship courses taken at SCC.⁸⁵ Similarly, the Information Technology Focus program is designed to allow LPS high school students the opportunity to develop computer science and technology skills.⁸⁶ The program is based in the SCC Entrepreneurship Center, and students enrolled in the program are encouraged to take technology and entrepreneurship courses for dual credit.⁸⁷

SMALL BUSINESS AND ENTREPRENEUR SERVICES

The SCC Entrepreneurship Center’s small business and entrepreneurship services primarily fall in two categories: business incubation and consulting. The SCC incubator is designed to provide small business start-ups with technical assistance, access to resources, and a community environment to become a “sustainable and viable competitor.”⁸⁸ Incubator business owners each have their own office equipped with all the necessary telecommunication devices and have unlimited access to the entire range of the Entrepreneurship Center’s consulting and coaching services.⁸⁹ Selected businesses may remain in the incubator for up to three years, during which time they are required to continue their business education, conduct regular meetings with Entrepreneurship Center staff, and write a comprehensive business plan.⁹⁰ Currently, the SCC business incubator hosts eight start-up businesses from industries ranging from legal services to artistic design.⁹¹

The Entrepreneurship Center also offers a range of coaching and consultation services designed to address the development and growth needs of individuals and small business owners.⁹² In addition to the SCC staff, the Entrepreneurship Center has established partnerships with several local and state-level organizations to provide professional business consulting to interested businesses. The Entrepreneurship Center currently offers consultation and expertise in the following areas:⁹³

- Market research;
- Marketing plan development;
- Loan packaging;

⁸⁵ “Entrepreneurship Focus Program.” Lincoln Public Schools. <http://wp.lps.org/eship/>

⁸⁶ “About ITFP.” Lincoln Public Schools. <http://itfp.lps.org/About.html>

⁸⁷ Ibid.

⁸⁸ “Business Incubation and Coaching.” Southeast Community College.

<https://www.southeast.edu/Entrepreneurship/BusinessIncubationAndCoaching/>

[2] “What Can the SCC Entrepreneurship Center Do for You?” Southeast Community College.

<https://www.southeast.edu/assets/0/74/87/414/6d353c05-00d3-4589-a44f-e08a9ab16efc.pdf>

⁸⁹

⁹⁰ “What Can the SCC Entrepreneurship Center Do for You?” Southeast Community College. Op cit.

⁹¹ “Current Resident Businesses.” Southeast Community College.

<https://www.southeast.edu/Entrepreneurship/CurrentResidentBusinesses/>

⁹² Business Incubation and Coaching.” Southeast Community College. Op cit.

⁹³ Ibid.

- Business plan development;
- Financial planning; and
- Capital budgeting.

ENTREPRENEURSHIP IN THE CURRICULUM

Students have a variety of degree and non-degree options to pursue entrepreneurship education at SCC. For example, the SCC Associate of Applied Science in Business Administration with an Entrepreneurship Focus requires students to complete 12 courses (54 credits) associated with the general business administration curriculum, seven entrepreneurship-focused courses (31.5 credits), and one additional accounting, marketing, or business communications course (4.5 credits) (Figure 2.7 and Appendix II C).⁹⁴ Additionally, students must complete a five-credit “Cooperative Experience” focusing on the development of business and entrepreneurial skills and a five-credit “Leadership Practicum” in which students forecast, plan, and organize events and resources for the college’s Student’s in Free Enterprise organization. The Associate of Applied Science in Business Administration with an Entrepreneurship Focus degree option is currently offered at all three campuses, as well as through an online learning platform.⁹⁵

Figure 2.7: AA in Business Administration with Entrepreneurship Focus Curriculum

BUSINESS ADMINISTRATION REQUIREMENTS	ENTREPRENEURSHIP FOCUS REQUIREMENTS
<ul style="list-style-type: none"> • Principles of Accounting I • Principles of Accounting II • Microsoft Applications II • Business Law I • Introduction to Business • Employment Techniques • Business Ethics • Principles of Management • Macroeconomics • Microeconomics • Business Communications • Business Comm. Strategies 	<ul style="list-style-type: none"> • Intro. to Entrepreneurship • Entrepreneurship Feasibility Study • Marketing for the Entrepreneur • Entrepreneurship Legal Issues • Entrepreneur Financial Topics • Entrepreneurship Business Plan • Customer Service

Source: Southeast Community College⁹⁶

Students can also pursue a number of non-degree options that SCC describes as entrepreneurially focused. SCC currently offers a Certificate in Business Administration that “...provides a comprehensive study in entrepreneurship and covers the basic skills needed to start a business venture,” as well as an Event-Venue Operations Management Certificate designed for entrepreneurial students interested in the event-management and hospitality

⁹⁴ “Programs of Study: Business Administration.” Southeast Community College.
<https://www.southeast.edu/BusinessAdmin/>

⁹⁵ Ibid.

⁹⁶ Ibid.

industries.⁹⁷ Additionally, the SCC Continuing Education Division offers a number of non-credit courses and workshops designed for small-business owners and entrepreneurs, including:⁹⁸

- What’s Involved in Starting a Small Business?
- Marketing Strategies for Small Businesses
- Practical Accounting with QuickBooks Start-Up
- Business Planning

WAKE TECHNICAL COMMUNITY COLLEGE

Wake Technical Community College (WTCC) is a publicly funded suburban community college currently serving approximately 20,500 undergraduate students at eight campuses and learning centers across Wake County, North Carolina.⁹⁹ WTCC currently operates two large-scale programs designed to help support small businesses and foster entrepreneurship within the college’s service area: the Small Business Center and the Wells Fargo Center for Entrepreneurship (Center for Entrepreneurship).¹⁰⁰ Founded in 2010 with financial support from Wells Fargo, the Center for Entrepreneurship’s stated mission is to:¹⁰¹

“...transform economic and workforce growth in our community by facilitating the establishment, growth and success of new and existing small businesses, and entrepreneurs... [and] strive to explore and awaken the entrepreneurial mindset in all persons to produce an energized and creative workforce that will boost economic development throughout our community.”

PARTNERSHIPS

The Center for Entrepreneurship is managed by WTCC’s Business and Industry Services Division (BISD).¹⁰² As such, the Center benefits from major linkages and affiliations with other programs overseen by the BISD. The BISD oversees a wide-range of programs designed to assist Wake County’s business owners and entrepreneurs in all phases of business development. In particular, the BISD oversees a custom corporate training

⁹⁷ “Entrepreneurship Center: Education.” Southeast Community College.

<https://www.southeast.edu/Entrepreneurship/Education/>

⁹⁸ [1] “Small Business Workshops – January through June 2014.” Southeast Community College.

<https://www.southeast.edu/assets/0/74/87/324/356/673/aad3d14c-1668-41fc-b8de-bf61c63d2d39.pdf>

[2] “Entrepreneurship Center: Education.” Southeast Community College. Op cit.

[3] “What Can the SCC Entrepreneurship Center Do for You?” Southeast Community College. Op cit.

⁹⁹ [1] “College Navigator: Wake Technical Community College.” National Center for Education Statistics.

<http://nces.ed.gov/collegenavigator/?id=199856>

[2] “Locations.” Wake Technical Community College. <http://www.waketech.edu/about-wake-tech/locations/>

¹⁰⁰ [1] “Small Business Center.” Wake Technical Community College. <http://www.waketech.edu/programs-courses/non-credit/build-your-business/small-business-center>

[2] “Wells Fargo Center for Entrepreneurship.” Wake Technical Community College. Op cit.

¹⁰¹ “Wells Fargo Center for Entrepreneurship: About Us.” Wake Technical Community College.

<http://www.waketech.edu/programs-courses/non-credit/build-your-business/center-entrepreneurship/about-us>

¹⁰² Ibid.

initiative known as the Corporate Solutions Center, provides training in the areas of manufacturing, leadership, computer literacy, and customer services, and oversees professional development associates with the Lean Six Sigma Certification.¹⁰³

Additionally, the Center for Entrepreneurship is closely associated with the Wake Technical Community College Small Business Center.¹⁰⁴ The Small Business Center is a state-funded organization affiliated with the Small Business Network of North Carolina. The center provides a range of services, seminars, and workshops to business owners in WTCC's service area, several of which are detailed later in this subsection.¹⁰⁵

SMALL BUSINESS AND ENTREPRENEUR SERVICES

The Wells Fargo Center for Entrepreneurship is primarily engaged in education and outreach, and does not appear to directly administer any business services. However, the affiliated Wake Tech Small Business Center offers no-cost, one-on-one business counseling to eligible small businesses and entrepreneurs.¹⁰⁶ The Small Business Center's counselling service advertises expertise in a range of industry sectors, including:¹⁰⁷

- Entrepreneurship;
- International business;
- Bio business; and
- Government procurement.

ENTREPRENEURSHIP IN THE CURRICULUM

The WTCC Business Administration Department currently offers nine non-degree certificates, including a Certificate in Entrepreneurship.¹⁰⁸ The certificate program is currently offered only on a part-time basis in the evenings and is designed to help students "...recognize business opportunities, develop a business plan for securing financing for business start-up, and understand how to operate a small business effectively."¹⁰⁹ Completion of the certificate program requires that students pass four classes for a total of 12 credits, including (see Appendix II D for course descriptions):¹¹⁰

¹⁰³ [1] "Corporate Solutions." Wake Technical Community College. Op cit.

[2] "Customized Industry Training." Wake Technical Community College. Op cit.

[3] "Professional Development." Wake Technical Community College. OP cit.

¹⁰⁴ "Small Business Center." Wake Technical Community College. <http://www.waketech.edu/programs-courses/non-credit/build-your-business/small-business-center>

¹⁰⁵ Ibid.

¹⁰⁶ "Small Business Center: Counseling ." Wake Technical Community College. <http://www.waketech.edu/programs-courses/non-credit/build-your-business/small-business-center/counseling>

¹⁰⁷ "Small Business Center Network: Services." North Carolina Small Business Center Network.

<https://www.ncsbc.net/DocumentMaster.aspx?doc=1002>

¹⁰⁸ "Business Administration: Certificates Offered." Wake Technical Community College.

<http://www.waketech.edu/programs-courses/credit/business-admin/certificates-offered>

¹⁰⁹ "Business Administration Department Certificate Programs." Wake Technical Community College.

<http://www.waketech.edu/sites/default/files/BusinessAdministration-CertificatePrograms.pdf>

¹¹⁰ "Business Administration: Entrepreneurship Certificate." Wake Technical Community College.

- Introduction to Business;
- Principles of Marketing;
- Entrepreneurship I;
- Entrepreneurship II; or
- REAL Small Business.

The WTCC Small Business Center offers a host of small-business and entrepreneurship seminars intended to help small business owners in the Research Triangle become viable and remain competitive. The current WTCC course catalog lists a total of 28 unique small business courses expected to be offered during the Summer 2014 and Fall 2014 semesters (Figure 2.8). Each of these seminars involve approximately two hours of expert instruction, are offered free-of-charge, and are available without preregistration on a first-come, first-served basis.¹¹¹

Figure 2.8: WTCC Small Business Center Seminars, Summer and Fall 2014

SMALL BUSINESS CENTER SEMINARS	
<ul style="list-style-type: none"> • 10 Essential Skills of a Successful Small Business Owner • 31 Ways to Improve Sales for Small Business • ABC's of Starting a Small Business • Business Insurance: What Small Businesses Must Consider • Business Plan Basics • Choose the Proper Legal Form for Your Small Business • Develop a Business Plan That Works for You! • Do-It-Yourself Market Research for Small Business • Easy Online Web Design & Web Marketing for Small Business • Facebook for Small Business • Financing Options for Small Business • Gaining the Advantage of Using Google+ and Google Local for Small Business • How to Develop a Website for Your Small Business • How to Find New Customers in a Tight Economy 	<ul style="list-style-type: none"> • How to Start a Home Based Business • Human Resources for Small Business Owners • Marketing with Pinterest for Small Business • Pricing Your Products and Services • Protection - Copyrights, Patents and Trademarks • Selling In a Tough Economy • Setting Up Your Small Business Accounting System • Shoestring Marketing for Small Business • Small Business Cyber Security • Small Business Legal Issues: Plan Now Or Pay Me (a Lot) Later • Small Business Resources • What Business Owners Need to Know about Taxes and Worker's Compensation Insurance • Which Business Structure is Right for You? • Writing Website Copy to Attract People and Search Engines

Source: Wake Tech Community College¹¹²

Additionally, WTCC's Wells Fargo Center for Entrepreneurship offers four non-credit workshops intended to reach the wider Wake County, North Carolina area. Available workshops include the Kauffman Foundation's "Planning the Entrepreneurial Venture"

¹¹¹ http://www.waketech.edu/sites/default/files/2011FA_BusinessAdministrationEntrepreneurship.pdf
 "Small Business Center: Programs and Seminars." Wake Technical Community College.
<http://www.waketech.edu/programs-courses/non-credit/build-your-business/small-business-center/programs-and-seminars>

¹¹² Ibid.

seminar, “Build Your Business: Step-by-Step,” “Using Social Media to Super Charge Your Business,” and “Sales for People Who Need Customers.”¹¹³

¹¹³ “Center for Entrepreneurship: Courses and Programs.” Wake Technical Community College.
<http://www.waketech.edu/programs-courses/non-credit/build-your-business/center-entrepreneurship/courses-and-programs>

APPENDIX I: ENVIRONMENTAL SCAN

INSTITUTION	CENTER NAME	GOALS	SPECIFIC SERVICES	FINANCING AND REVENUE	PARTNERSHIP(S)
Bunker Hill Community College (Charlestown, MA)	The Community Center for Entrepreneurship	Coordinate college entrepreneurship and small business services courses, provide one-stop shopping for students and business community to access available resources	<ul style="list-style-type: none"> • Credit and non-credit courses • Certificate and degree programs • Financing and grant referrals • Entrepreneurship library • Free seminars, workshops, and special events • Virtual discussion forums 	Won \$7,500 grant from Coleman Foundation	<ul style="list-style-type: none"> • Massachusetts Small Business Development Center • City of Boston Office of Business Development • National Association for Community College Entrepreneurship • Network for Teaching Entrepreneurship • Boston Area Advanced Technological Education Connections
College of DuPage (Glen Ellyn, IL)	Center for Entrepreneurship	Advance the practice of entrepreneurship to stimulate economic growth and development through new company formation, programming, customized advising, and high quality training	<ul style="list-style-type: none"> • Seminars • Business counseling • Many other services provided through Procurement and Technical Assistance as well as International Trade Centers 	Formerly state grant funded, now supported by Wheaton Bank & Trust	<ul style="list-style-type: none"> • Illinois Small Business Development Center • Illinois Procurement Technical Assistance Center • Illinois International Trade Center • Wheaton Bank & Trust • First Midwest Bank • American Enterprise Bank • Itasca Bank & Trust
Cuesta College (San Luis Obispo, CA)	The Business and Entrepreneurship Center	Work with private, public and nonprofit resources to build strong, sustainable, and successful businesses to help develop the regional economy	<ul style="list-style-type: none"> • Conduct community research projects • Fee-based technical assistance • Training for already established businesses • Special events 	Possibly grants and legislation based revenue streams - Governor's Career Technical Education Pathways Initiative (SB70), Carl D. Perkins Act of 2006, Proposition 98	<ul style="list-style-type: none"> • SCORE • Chambers of Commerce • Neighborhood/Main Street Associations • Women's Economic Ventures

INSTITUTION	CENTER NAME	GOALS	SPECIFIC SERVICES	FINANCING AND REVENUE	PARTNERSHIP(S)
Gateway Community College (Phoenix, AZ)	Center for Entrepreneurial Innovation	Assist Phoenix area bioscience companies, impact local economy for the long term	<ul style="list-style-type: none"> • Business counseling • Mentoring from professionals in the field • Executives-in-residence • Research teams available for market analysis, commercialization studies • Access to capital • Seminars and workshops 	Started with \$6 million sourced from the college, City of Phoenix, Economic Development Administration, and Blue Cross Blue Shield	<ul style="list-style-type: none"> • Maricopa Small Business Development Center • Woods Oviat Gillman LLP • Blue Cross Blue Shield
Howard Community College (Columbia, MD)	Center for Entrepreneurial and Business Excellence	Foster holistic entrepreneurial education and business growth in Howard County with a view to expanding businesses' reach outside the county confines	<ul style="list-style-type: none"> • One-on-one business coaching • Incubation space • Marketing competitions • Individualized courses and traditional courses 	Unknown	<ul style="list-style-type: none"> • Pinnacle Advisory Group, Inc. • Babson College • Scott E. Caplan Endowment Fund
Jefferson Community and Technical College (Louisville, KY)	Small Business and Entrepreneurship Center	Help students become entrepreneurs through engagement with online marketing tools with a specific focus on arts based businesses	<ul style="list-style-type: none"> • Certificate program • Individual courses in social media marketing, search engine marketing • Online learning program • Business for artists 	Unknown	<ul style="list-style-type: none"> • Louisville Fund for the Arts • Louisville Visual Arts Association • Contemporary Art Chamber of Commerce
Johnson County Community College (Overland Park, KS)	The Center for Entrepreneurship	Serve as a one-stop resource for established and aspiring entrepreneurs	<ul style="list-style-type: none"> • Credit courses in entrepreneurial studies • Free and confidential consulting services • Nominal fee workshops offered by the SBDC • JCCC Career Programs • Certificate programs • Business plan development 	Initial funding from Kauffman Foundation Courses and staff for programs paid through college	<ul style="list-style-type: none"> • Kauffman Foundation • Kansas Small Business Development Centers • Kansas Department of Commerce • Johnson County Community College Foundation

INSTITUTION	CENTER NAME	GOALS	SPECIFIC SERVICES	FINANCING AND REVENUE	PARTNERSHIP(S)
Lake Eerie College (Painesville, OH)	The Center for Entrepreneurship	Prepare and inspire students of Lake Eerie College to start and grow successful business ventures through the development of an entrepreneurial mindset	<ul style="list-style-type: none"> • Integrate entrepreneurship into all coursework • Entrepreneurship minor • Major in equine entrepreneurship • Business plan clinic • Concept competition with EEC • Entrepreneurs-in-residence • Student organization 	Funding provided by Burton D. Morgan Foundation and the Kauffman Foundation	<ul style="list-style-type: none"> • Entrepreneurship Education Consortium • Authorize.net • Intercollegiate Dressage Association
Lakeland Community College (Kirtland, OH)	Entrepreneurship Center	Mobilize and coordinate Lakeland's resources to build capacity for area entrepreneurship programs and services	<ul style="list-style-type: none"> • Business incubation space • Fast Track 50 award and event • Workshops • Hosts SBDC 	Unknown	<ul style="list-style-type: none"> • Lake/Geauga Small Business Development Center • Lake County Port Authority • Lake County Entrepreneur Development Center
Lorain County Community College (Elyria, OH)	Entrepreneurship Innovation Institute	EII: Serve as a one-stop resource to support the successful development of entrepreneurs, employers, business startups, and non-profit organizations	<ul style="list-style-type: none"> • Business incubation space • Market research services • Seed funding • SBDC: One on one business advising and free workshops • GLIDE • Blackstone Launchpad 	SBDC: U.S. SBA and Ohio Development Services Agency	<ul style="list-style-type: none"> • Innovation fund has extensive list of own partners • Ohio Small Business Development Centers • Blackstone (Launchpad) • Burton D. Morgan Foundation • Talmer Bank and Trust

INSTITUTION	CENTER NAME	GOALS	SPECIFIC SERVICES	FINANCING AND REVENUE	PARTNERSHIP(S)
North Iowa Area Community College (Mason City, IA)	Pappajohn Entrepreneurial Center	Assist in the creation of sustainable Iowa companies through their work with entrepreneurs across the state	<ul style="list-style-type: none"> • One-on-one business counseling • Business feasibility and business plan preparation • Subprograms like JPEC Launch & Grow Your Business • Market research • Mentoring and networking opportunities • Incubators and business accelerators • Access to legal advice, funding sources • Rural business community organizing systems • Credit courses from certificates to full degrees 	Established through \$550,000 gift from John Pappajohn in 1996	<ul style="list-style-type: none"> • Iowa Small Business Development Centers • Wellmark Venture Capital Fund • Other Pappajohn Centers
Northeast Wisconsin Technical College (Green Bay, WI)	Entrepreneur Resource Center	Upgrading existing businesses and helping to turn ideas into businesses through activities, events, networking, and mentorship	<ul style="list-style-type: none"> • One-on-one coaching • Round-table discussions • Credit courses • Workshops and online, noncredit classes • Specialty incubation space 	Unknown	<ul style="list-style-type: none"> • University of Wisconsin-Green Bay Small Business Development Center • SCORE (Service Core of Retired Executives) • Door County Business Development Center

INSTITUTION	CENTER NAME	GOALS	SPECIFIC SERVICES	FINANCING AND REVENUE	PARTNERSHIP(S)
Santa Fe College (Gainesville, FL)	Center for Innovation and Economic Development	To foster innovation and economic development by adding value and providing enrichment to individuals and organizations within the North Central Florida business community	<ul style="list-style-type: none"> • Industry specific incubation space • Low-fee workshops • Online courses • Certificates • Meeting Space • Customized curriculums • Nonprofit management services 	Unknown	<ul style="list-style-type: none"> • Gainesville Technology Enterprise Center • SCORE (Service Core of Retired Executives) • Gainesville Chamber of Commerce • University of Florida • City of Gainesville Economic Development • Emergent Ventures • Gainesville Hackerhouse • Sid Martin Biotechnology Incubator
Southeast Community College (Lincoln, NE)	Entrepreneurship Center	To discover and develop small businesses and business owners Enhance the local business community through research, education, and outreach	<ul style="list-style-type: none"> • Credit and non-credit courses • No-cost business coaching and consultation • Business incubation • Youth outreach 	Unknown	<ul style="list-style-type: none"> • Nebraska Business Development Center • Service Core of Retired Executives • Lincoln Public Schools • Junior Achievement • Grow Nebraska
Spokane Community College (Spokane, WA)	The Avista Center for Entrepreneurship	Help people marry technical talents with entrepreneurial skills	<ul style="list-style-type: none"> • Two quarter, 30 credit, integrated business and entrepreneurship program 	Unknown	<ul style="list-style-type: none"> • Avista - gave \$500,000 for micro loan fund • STCU • Harriet Cheney Cowles Foundation • Travis • Itron • Red Lion Hotels Corporation • Bank of America • Wells Fargo

INSTITUTION	CENTER NAME	GOALS	SPECIFIC SERVICES	FINANCING AND REVENUE	PARTNERSHIP(S)
<p>St. Petersburg College (St. Petersburg, FL)</p>	<p>Career and Entrepreneurship Center</p>	<p>Provide assistance to all SPC students in need of career exploration tools or interested in starting their own business</p>	<ul style="list-style-type: none"> • Entrepreneurship certificate • AA with Entrepreneurship Focus • Online, blended courses • Business plan competition • Access to entrepreneurship reference materials • Virtual incubator services 	<p>Started as 16 week non-credit course funded by \$25,000 private donation with matching \$25,000 from state</p>	<ul style="list-style-type: none"> • Anglo Couture • LSG • Liberty Tax • Sealund • BABM • Telovations • Pinellas County Economic Development
<p>Wake Technical Community College (Raleigh, NC)</p>	<p>Wells Fargo Center for Entrepreneurship</p>	<p>Help new and existing entrepreneurs get the training and support necessary to foster local business growth and development. Develop an entrepreneurial mindset in students</p>	<ul style="list-style-type: none"> • Low- to mid-cost courses • Speaker series • Free seminars and counseling 	<p>Wells Fargo gave \$250,000 gift in 2012 to fund program, likely gave similar amount to start program in 2010</p>	<ul style="list-style-type: none"> • Wells Fargo • Wake Tech Small Business Development Center

APPENDIX II: COURSE DESCRIPTIONS

Appendix II A: Johnson Community College Entrepreneurship Course Descriptions

COURSE TITLE	COURSE DESCRIPTIONS
Introduction to Entrepreneurship	The student will understand the role of entrepreneurial businesses in the United States and the impact on our national and global economy. The student will evaluate the skills and commitment necessary to successfully operate an entrepreneurial venture. Additionally, the student will review the challenges and rewards of entrepreneurship as a career choice as well as entrance strategies to accomplish such a choice.
Entrepreneurial Mindset	The student will be introduced to the entrepreneurial mindset in its true economic and social context by studying the unlimited opportunities that an entrepreneurial mindset can provide. The student will study the skills, attitudes and behaviors that successful entrepreneurs have historically possessed, as well as the issues, circumstances and obstacles that shaped their time. Additionally, the student will analyze modern-day successful entrepreneurs who faced hardship and adversity by embracing an entrepreneurial mindset.
Opportunity Analysis	The student should be able to assess the current economic, social and political climate for small businesses. In addition, the student should be able to explain how demographic, technological and social changes create opportunities for small business ventures.
Financial Management for Small Business	The student should be able to identify and evaluate the various sources available for funding a small business; demonstrate an understanding of financial terminology; read, prepare and analyze a financial statement; and write a loan proposal. In addition, the student should be able to explain the importance of working capital and cash management.
Legal Issues for Small Business	The student should be able to identify the forms of business ownership and the legal and tax implications for each. In addition, the student should be able to explain laws covering issues such as personnel, contracts and protection of intellectual property. The student should also be able to explain the reporting requirements for local, state and federal agencies.
Family Business	The student will gain the knowledge and skills needed for the successful management and leadership of a family enterprise by exploring a diverse set of family firms, examining the interrelationships among the owners, the family, and the management team. The student will analyze the management and family practices that ensure success while recognizing the advantages and challenges facing family enterprises.
Franchising	The student should be able to research the franchising method of doing business from the perspective of both the franchisor and the franchisee. The student will analyze independent management efforts necessary for a successful franchise business venture as well as understand the interdependent contractual obligations that are legally binding between the franchisor-franchisee.
Fundamentals of Direct Sales	The student will learn the history of the direct sales industry as well as its current status and economic impact. Trends, both historic and current, will be reviewed and analyzed. Students will research a variety of direct sales companies to include their history, leadership, products, and methods of operation.
Entrepreneurial Marketing	The student will gain insights essential for marketing an entrepreneurial venture utilizing innovative and financially responsible marketing strategies. The student will analyze marketing philosophies implemented by key successful entrepreneurs.
Fast Track Business Plan	The student will be able to evaluate a business concept and write a sound business plan. In the process of doing so, students will be able to assess the strengths and weaknesses of a business concept; collect and organize market research data into a marketing plan; and prepare the financial projects for their business concept.

Source: Johnson Community College¹¹⁴

¹¹⁴ Course descriptions taken verbatim from: "Entrepreneurship A.A.S." Johnson Community College. Op cit.

Appendix II B: Northeast Wisconsin Technical College Entrepreneurship Course Descriptions

COURSE TITLE	COURSE DESCRIPTION
Organizing Your Small Business	The components of small business ownership; examining a variety of small business startup and operation scenarios. Assesses your own readiness to begin the entrepreneurial adventure.
Small Business Financial Management	The importance of good recordkeeping systems, reports, and the records necessary for a small business. Financial analysis techniques are explored through hands-on Income statements and cash flow projections for small businesses.
Accounting - QuickBooks	An introductory course in using QuickBooks to create vendor/employee accounts, invoices, budgets, profit/loss statements, balance sheets, A/R, A/P, journals, graphs.
Marketing Your Small Business	Implement and evaluate a marketing plan for their small business. Students will develop a marketing plan for a selected small business. Components of the plan include market research, customer focus, quality, pricing, and advertising.
Entrepreneurial Service Management	The elements of your successful business with a strategic plan that focuses on servicing your customer with a winning attitude, performance, teamwork, and competition.
Writing a Business Plan	As a necessary component to beginning a small business, from addressing facets of the business plan, observing various types of plans, to realizing readiness to begin. Plan preparation/presentation are required.

Source: Northeast Wisconsin Technical College¹¹⁵

Appendix II C: Southeast Community College Entrepreneurship Course Descriptions

COURSE TITLE	COURSE DESCRIPTION
Intro. to Entrepreneurship	The student will evaluate the business skills and commitment necessary to successfully operate an entrepreneurial venture and review the challenges and rewards of entrepreneurship. The student will understand the role of entrepreneurial businesses in the United States and the impact on our national and global economy.
Entrepreneurship Feasibility Study	Students will assess the viability of a new venture business idea to determine if the concept is feasible for business start-up and long term growth based on strengths and skills, personal, professional and financial goals. Students will identify and analyze through basic research the present climate for their business idea by completing an industry, target market and competitive analysis. Students will assess the financial needs for startup as well as their own skills, strengths and talents to launch a successful business idea.
Marketing for the Entrepreneur	In the course, the student will gain insights essential for marketing their entrepreneurial venture utilizing innovative and financially responsible marketing strategies. Students will develop an understanding of traditional and non-traditional entrepreneurial marketing strategies. Prepare marketing strategies with associated tactics to launch and sustain an entrepreneurial venture.
Entrepreneurship Legal Issues	The student will explore legal issues related to business entities including sole proprietorship, general partnerships, limited partnerships and corporations. Students will review contract law, articles of incorporations and the filing process, intellectual property, employment law (including FEPA, ADA, FMLA), personnel policies and procedures, the hiring process, job descriptions, disciplinary actions, and business insurance.
Entrepreneur Financial Topics	This is a comprehensive course covering financial situations for business. Financial topics will include employee benefits, retirement planning, budgeting, creation of financial statements, and learning how to work with an accounting professional. Other topics will include income tax, sales and use tax, payroll tax, and unemployment tax.

¹¹⁵ Course descriptions taken verbatim from: "Business Management - Entrepreneurship Emphasis Program." Northeast Wisconsin Technical College. Op cit.

COURSE TITLE	COURSE DESCRIPTION
Entrepreneurship Business Plan	The student will evaluate a business concept and write a sound business plan. Students will assess the strengths and weaknesses of a business concept; collect, analyze and organize market research data into a marketing plan; and prepare the financial projections for their business concept. Students will identify and evaluate various resources available for funding small businesses.
Customer Service	Students will learn the skills necessary to build and maintain good relationships with internal and external customers and the role the customer service team plays in developing, evaluating, and improving customer service systems. The course will cover basic customer service principles of assessing customer expectations and satisfaction and providing quality service. Problem-solving, challenges of customer service, communication, and customer retention will be covered.

Source: Southeast Community College¹¹⁶

Appendix II D: Wake Tech Community College Entrepreneurship Certificate Requirements

COURSE TITLE	COURSE DESCRIPTION
Introduction to Business	Provides a survey of the business world. Topics include the basic principles and practices of contemporary business. Upon completion, students should be able to demonstrate an understanding of business concepts as a foundation for studying other business subjects.
Principles of Marketing	Emphasizes the necessity of selling skills in a modern business environment. Emphasis is placed on sales techniques involved in various types of selling situations. Upon completion, students should be able to demonstrate an understanding of the techniques covered.
Entrepreneurship I	Provides an introduction to the principles of entrepreneurship. Topics include self-analysis of entrepreneurship readiness, the role of entrepreneur in economic development, legal problems, organizational structure, sources of financing, budgeting, and cash flow. Upon completion, students should have an understanding of the entrepreneurial process and issues faced by entrepreneurs.
Entrepreneurship II	Designed to allow the student to develop a business plan. Topics include the need for a business plan, sections of the plan, writing the plan, and how to find assistance in preparing the plan. Upon completion, students should be able to design and implement a business plan based on sound entrepreneurship principles.
REAL Small Business	Introduces hands-on techniques and procedures for planning and opening a small business, including the personal qualities needed for entrepreneurship. Emphasis is placed on market research, finance, time management, and day-to-day activities of owning/operating a small business. Upon completion, students should be able to write and implement a viable business plan and seek funding.

Source: Wake Technical Community College¹¹⁷

¹¹⁶ Course descriptions taken verbatim from: "Programs of Study: Business Administration." Southeast Community College. Op cit.

¹¹⁷ Course descriptions taken verbatim from: "Business Administration: Entrepreneurship Certificate." Wake Technical Community College. Op cit.

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