

University Course and Programs Committee
Meeting Minutes
March 17, 2006

MEMBERS PRESENT:

Voting: Robert Brady, Judy Ganson, Patricia Koski, Stephen Langsner, Terry Martin, John Norwood, Charles Riggs, Peggy Whan

Non-Voting:

MEMBERS ABSENT:

Voting: Chuck Adams, Rhonda Adams, Tom Costello, Julie Courtwright, Bill Curington, Ethel Goodstein, Donna Graham, Louise Montgomery, Dale Thompson

Non-Voting: Gary McHenry, Jean Mitchell, William Warnock

GUESTS: None

The meeting was called to order at 2:30 P.M. by John Norwood, Chair

1. The minutes for February 24, 2006 were approved.
 2. Course Change Proposals:
 - A. On Table A, the following courses were pulled from the consent agenda and tabled: SPAC 300V, SPAC 400VH, SPAC 4011H. The remaining courses on [Table A](#) were approved. The SPAC courses were tabled until there is a resolution (by the deans and provost) about where cross-college interdisciplinary undergraduate courses (and programs) should reside. The SPAC undergraduate courses on [Table A](#) were proposed to reside in the Graduate School.
 - B. On [Table B](#), SPAC 5122L was tabled as it does not appear to actually contain a laboratory component. The remaining courses listed in Table B were approved.
 3. Under Old Business, Pat Koski reported that the proposed changes in AP credit for Physics courses, approved by the UCPC but not approved by the Faculty Senate, have been endorsed by the Fulbright College dean's office, and will be allowed. In the past, these types of changes did not require UCPC and Faculty Senate approval, but they will in the future.
 4. Under New Business, the Committee considered two new program proposals for the College of Education and Health Professions ([Table 1](#), [Attachments 1A-1D](#)). These proposals are to create graduate certificates in Building-Level Administration and District-Level Administration. The proposals were approved without opposition and will be forwarded to the Graduate Council.
 5. Other Business Considered:
 - a. Pat Koski announced emergency catalog changes (Attachment 2).
 - b. The Committee considered a response to the Faculty Senate, previously considered at the February meeting. After considerable discussion, Attachment 3 was approved and will be forwarded to the Faculty Senate as requested.
- No further business being presented, the committee adjourned.

TABLE A**UCPC****Undergraduate Courses**

March 17, 2006

COLL	DEPARTMENT NAME	DEPT	CRSE ALPHA	CRSE NUM	CRSE TITLE	CREDIT LEVEL	ACTION	CREDIT HOURS	EFFECTIVE DATE
GRAD	Department of Graduate Dean	GRSD	SPAC	300V	Space & Planetary Sciences Research	U	ANC	variable	Fall 2007
GRAD	Department of Graduate Dean	GRSD	SPAC	400VH	Honors Research in Space & Planetary Sciences	U	ANC	variable	Fall 2007
GRAD	Department of Graduate Dean	GRSD	SPAC	4011H	Honors Colloquium in Space & Planetary Sciences	U	ANC	1	Fall 2007
WCOB	Information Systems	ISYS	ISYS	3333	Information Systems Management	U	ELC	3	Fall 2006
WCOB	Information Systems	ISYS	ISYS	3603	Production and Operations Management	U	ELC	3	Fall 2006

TABLE B**UCPC****Graduate Courses**

March 17, 2006

COLL	DEPARTMENT NAME	DEPT	CRSE ALPHA	CRSE NUM	CRSE TITLE	CREDIT LEVEL	ACTION	CREDIT HOURS	EFFECTIVE DATE
EDUC	Rehabilitation, Human Resources &	RHRC	ADED TO	5113 to	Adult Learner: The Later Years	G	CD, CHN,	3	Fall 2006
EDUC	Rehabilitation, Human Resources & Communication Disorders	RHRC	ADED TO WDED	5123 to 6113	Nontraditional Student	G	CD, CHN, OTH	3	Fall 2006
EDUC	Rehabilitation, Human Resources & Communication Disorders	RHRC	ADED TO WDED	5213 to 6533	Teaching Reading to Adults to Adult Literacy	G	CD, CT, CHN, OTH	3	Fall 2006
EDUC	Rehabilitation, Human Resources & Communication Disorders	RHRC	WDED	6133	Learn and Teaching Theories	G	ANC	3	Fall 2006
EDUC	Rehabilitation, Human Resources & Communication Disorders	RHRC	WDED	6223	Organization Development	G	ANC	3	Fall 2006
EDUC	Rehabilitation, Human Resources & Communication Disorders	RHRC	WDED	6233	Learning Organization	G	ANC	3	Fall 2006
EDUC	Rehabilitation, Human Resources & Communication Disorders	RHRC	WDED	6573	Education and Entrepreneurship	G	ANC	3	Fall 2006
EDUC	Rehabilitation, Human Resources & Communication Disorders	RHRC	WDED	6583	Multiple Intelligences	G	ANC	3	Fall 2006
GRAD	Department of Graduate Dean	GRSD	SPAC	5211L	SPAC Laboratory II	G	ANC	1	Fall 2007
GRAD	Department of Graduate Dean	GRSD	SPAC	5613	Astronautics	G	ANC	3	Fall 2007
WCOB	Information Systems	ISYS	ISYS	6001	Research Seminar in DSS	G	ELC	1	Fall 2006
WCOB	Information Systems	ISYS	ISYS	6011	Graduate Colloquium	G	ELC	1	Fall 2006
WCOB	Information Systems	ISYS	ISYS	6021	Research Seminar in Systems Development	G	ELC	1	Fall 2006

WCOB Information Systems

ISYS ISYS 6031 Research Seminar in Data Management

G

ELC

1

Fall 2006

KEY

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ANC=	ADD NEW COURSE
ELC=	ELIMINATE COURSE
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UCPC

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UCPC

Graduate Courses

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University Course and Programs Committee
17-Mar-06

TABLE ONE

College of Education and Health Professions

Department of Educational Leadership, Counseling, and Foundations

PSBLGC - Graduate Certificate in Building-Level Administration - Attachments 1A and 1B

Establish a new Certificate in Building-Level Administration as specified in Sections II and VII of Attachment 1A.

PSDLGC - Graduate Certificate in District-Level Administration - Attachments 1C and 1D

Establish a new Certificate in District-Level Administration as specified in Sections II and VII of Attachment 1C.

ATTACHMENT 1A

ADD, CHANGE OR DELETE PROGRAM OR UNIT

Complete this form consistent with the instructions in Academic Policy 1622.20. Use the form to add, change, or delete a program or unit. Proposed additions and changes must be consistent with Academic Policies 1100.40 and 1621.10 and any other policies which apply.

SECTION I: Approvals

Department / Program Chair	Date Submitted	Faculty Senate Chair	Date
College Dean	Date	Provost	Date
Undergraduate Program Committee Chair	Date	Board of Trustees Approval Date	
Graduate Council Chair	Date	Arkansas Higher Education Coordinating Board Approval Date	

SECTION II: Profile Data - Required Information and Name Change Information

Academic Unit: Major/Field of Study Minor Other Unit _____

Level: Undergraduate Graduate Law Effective Catalog Year 2006

Current Name Graduate Certificate in Building-Level Administration

College, School, Division EDUC Department Code ELCF

Current Code (6 digit Alpha) _____ Proposed Code (6 digit Alpha) PSBLGC
Prior approval from the Office of the Registrar is required.

Interdisciplinary Program CIP Code 13.0401
Prior assignment from Office of Institutional Research is required.

Proposed Name Graduate Certificate in Building-Level Administration
When a program name is changed, enrollment of current students reflects the new name.

SECTION III: Add a New Program/Unit

For new program proposals, complete Sections II and VII and use as a cover sheet for a full program proposal as described in 'Criteria and Procedures for Preparing Proposals for New Programs in Arkansas.' ADHE <<http://www.adhe.arknet.edu.aadept.html>>.

SECTION IV: Eliminate an Existing Program/Unit

Code/Name _____ Effective Catalog Year _____

No new students admitted to program after Term: ____ Year: _____

Allow students in program to complete under this program until Term: ____ Year: _____

SECTION V: Proposed Changes to an Existing Program

Insert here a statement of the exact changes to be made: _____

Check all the boxes that apply and complete the required sections of the form:

- Change of Name and Code (Complete only sections I, II, V and VII.)
- Change Course Requirements: (Complete all sections of the form except "Proposed Name" in II, section III, and section IV.)
- Change Delivery Site/Method (Complete all sections of the form except "Proposed Name" in II, section III, and section IV.)
- Change Total Hours (Complete all sections of the form except "Proposed Name" in II, section III, and section IV.)

SECTION VI: Justification

Justify this change and state its likely effect on any other degree program (including those outside the school or college). Identify any program or program components (other than courses) to be eliminated if this program is implemented. (Program and course change forms must also be submitted for such related changes.)

SECTION VII: Catalog Text and Format

Insert the current catalog text and the proposed catalog text. Be sure that the proposed text includes all the elements listed below in order. Do not include university requirements or college requirements. Do not substitute a sample schedule for an explicit statement of requirements. Use standard terms and vocabulary (see Academic Policy 1621.10).

Include the following elements, in order, in the catalog text for proposed undergraduate program(s) or program changes:

- State complete major/program name
- Briefly define or describe the major/program or discipline.
- Identify typical career goals or paths for graduates. (Optional)
- State admission requirements (if any) for entry or entry into upper/advanced level of major/program.
- Identify location in catalog of university, college/school, and department/program requirements which the student must meet in addition to hours in the major, but do not restate these requirements.
- State course requirements in the major and any allied areas, giving number of hours and specific courses; specify electives or elective areas and give numbers of hours and courses in elective pools or categories; identify any other course requirements.
- State any other requirements (required GPA, internship, exit exam, project, thesis, etc.).
- Identify name and requirements for each concentration (if any).
- Specify whether a minor or other program component is allowed or required and provide details.

For minors, state requirements in terms of hours, required courses, electives, etc.

For graduate program/units, include elements (as needed) parallel to those listed for undergraduate programs above.

For Law School program/units, prepare text consistent with current catalog style.

For centers, prepare text consistent with current catalog style.

Program Name -

Graduate Certificate in Building-Level Administration

Insert in:

Graduate School Catalog 2004-2005 (online)

http://catalogofstudies.uark.edu/current/graduate/26_1132_ENG_HTML.htm

Educational Administration (EDAD)

--after Degrees Confired - insert -

Graduate Certificate Offered:

Graduate Certificate in Building-Level Administration

--after Requirements for the Educational Specialist Degree - insert -

Prerequisites for Acceptance to the Graduate Certificate Program: applicants must meet University requirements for admission to the Graduate School as a Non-Degree Seeking Student.

In addition, applicants for the graduate certificate in building-level administration are required to have a valid teaching license and a master's degree. They also must complete two prerequisite courses EDAD 5013 School Organization and Administration and EDAD 5063 School Personnel Administration and Supervision with a minimum GPA of 3.0.

Certificate Requirements: 18 semester hours from the list of courses for a certificate with a grade-point average of 3.0.

Building Level Certificate

In January of 2002, the Arkansas Department of Education changed licensure procedures for school administrators. Under the new guidelines, candidates with a master's degree and a state approved teaching license can receive licensure as a building level principal by completing an approved program of study. After completing required courses including the internship, the student must submit and successfully defend a culminating portfolio to a EDAD licensure review committee of educational administration professors with at least one member which is a practicing school administrator at the level of state licensure, have a 3.0 program of study GPA prior to submitting initial administrative licensure application to the Arkansas Department of Education.

Building Level Program of Study:

EDAD 5023 The School Principalship (3 hours)

EDAD 5053 School Law (3 hours)

EDAD 5093 Effective Leadership in School Settings (3 hours)

EDAD 599 Seminar: Analytical Decision Making (3 hours)

EDAD 599 Seminar: Building Level School Finance (3 hours)

EDAD 574 Building Level Internship (3 hours)

EDAD Building Level Program of Study = 18 Total Hours for Certificate Recognition

Note: If candidate is an experienced and practicing administrator at another administrative licensure level, the six required courses may be reduced by one course for a total of 15 hours past prerequisites. All certificate program of study courses must be completed within five years before submittal to the Arkansas Department of Education.

SECTION VIII: Action Recorded by Registrar's Office

PROGRAM INVENTORY/DARS

PGRM _____ SUBJ _____ CIP _____ CRTS _____

DGRE _____ PGCT _____ OFFC&CRTY VALID _____

REPORTING CODES

PROG. DEF. _____ REQ. DEF. _____
Initials _____ Date _____

Distribution

Notification to:

- (1) College
 - (2) Department
 - (3) Admissions
 - (4) Institutional Research
 - (5) Continuing Education
 - (6) Graduate School
 - (7) Treasurer
 - (8) Undergraduate Program Committee
- Initials _____ Date _____

ATTACHMENT 1B

LETTER OF NOTIFICATION - 10

**GRADUATE CERTIFICATE PROGRAM
(12-18 SEMESTER CREDIT HOURS)**

1. Institution submitting request:

University of Arkansas

2. Contact persons/title:

Dr. Roy Farley, Department Head
Educational Leadership, Counseling
and Foundations
University of Arkansas
College of Education and Health Professions
Room 234 Graduate Education Building
Fayetteville, Arkansas 72701
Phone: 479-575-7725
Email: rfarley@uark.edu

Dr. Carleton Holt, Program Coordinator
Educational Administration Program
University of Arkansas
College of Education and Health Professions
Room 250 Graduate Education Building
Fayetteville, Arkansas 72701
Phone: 479-575-5112
Email: cholt@uark.edu

3. Phone number/e-mail address:

Phone: 479-575-7725
Email: rfarley@uark.edu

Phone 479-575-5112
Email: cholt@uark.edu

4. Proposed effective date:

Fall 2006 (Following approval, we request permission to award graduate certificates retroactively to those who have completed this program of study since 2002)

5. Name of proposed Graduate Certificate Program (Program must consist of 12-18 semester credit hours from existing graduate courses):

Graduate Certificate in Building-Level Administration

6. Proposed CIP Code:

13.0401

7. Reason for proposed program implementation:

In January of 2002, the Arkansas Department of Education changed licensure procedures for school administrators. Under the new guidelines, candidates with a master's degree and a state approved teaching license can receive licensure as a building level principal by completing an approved program of study. Currently, the University of Arkansas offers the required program of

study. Individuals are admitted to Graduate School as non-degree seeking students, complete the program of study, present a culminating portfolio to an educational administration committee including a practicing school administrator, and complete a six-month internship. The proposed graduate certificate would change students' status from non-degree seeking to certificate seeking, provide recognition of the awarded graduate certificate on their university transcripts, and improve their marketability in the job market.

8. Provide documentation that proposed program has received full approval by licensure/certification entity. (i.e. A graduate certificate offered for teacher licensure must be approved by the Arkansas Department of Education prior to consideration by the Coordinating Board).

The Educational Administration Program Area is approved for Building Level Licensure by the Arkansas Department of Education. In addition, this Educational Administration Program of Study received national recognition from the Educational Leadership Constituents Council on December 14, 2003 which is the accreditation strand for NCATE.

9. Will this program be offered on-campus, off-campus, or via distance delivery?

Courses for this program of study have traditionally been offered on campus.

10. Provide the following:

- a. List of required courses

To receive the graduate certificate in public school building-level administration, students are required to have a valid teaching license and a master's degree. They also must complete two prerequisite courses, EDAD 5013 School Organization and Administration and EDAD 5063 School Personnel Administration and Supervision, with a minimum GPA of 3.0. Once this is demonstrated, a student will complete the following required courses:

EDAD 5023 The School Principalship (3 hours)
EDAD 5053 School Law (3 hours)
EDAD 5093 Effective Leadership in School Settings (3 hours)
EDAD 599 Seminar: Analytical Decision Making (3 hours)
EDAD 599 Seminar: Building Level School Finance (3 hours)
EDAD 574 Building Level Internship (3 hours)

Building Level Administration Program of Study = 18 Total Hours for Certificate Recognition

Note: If candidate is an experienced and practicing administrator at another administrative licensure level, the six required courses may be reduced by one course for a total of 15 hours past prerequisites. All certificate program of study courses must be completed within five years before submittal to the Arkansas Department of Education.

- b. New course descriptions

All of these courses have been in operation for administrative licensure since January 2002.

c. Program goals and objectives

- to develop outstanding leaders who have strong academic backgrounds and who possess a wide range of administrative skills that are essential to the improvement of educational systems
- to develop educational leaders that have the influence, obligation and responsibility to make a positive difference in society and to apply creative thought to both old and new challenges
- to develop effective educational leadership using a collaborative process that depends on establishing constructive relationships with a broad segment of society

d. Expected student learning outcomes

Graduate educational administrators will:

- reflect and respect diversity in experiences and backgrounds
- implement appropriate management techniques and group processes to define roles, assign functions, generate and assign appropriate resources, delegate effectively, plan strategically and determine accountability for the attainment of goals
- exhibit leadership practices necessary to create and foster optimum learning environments in educational organizations
- understand the importance of lifelong learning through participation in leadership development programs offered by state and national professional associations
- communicate effectively both within their educational organizations and throughout their communities
- understand organizational leadership theory applicable to all types of school districts as well as non-educational organizations
- know how to work collaboratively to develop and implement appropriate curricula that result in relevant student work projects focused on the goals of the organization
- manifest a professional code of ethics and recognize the importance of the leader in promoting high corporate ethics
- have a passion for student success and service to others
- understand the importance of leadership in fostering a corporate vision that inspires excellence and continuous improvement
- have the capability and commitment to develop a culture that fosters staff leadership within their organization
- have the capability and commitment to create a student services/counseling environment that recognizes developmental needs and fosters emotional and social leadership and academic growth of students

- be prepared to conduct research projects in their organization and manifest a commitment to utilize data as a means to define program expectations, to measure success, and to plan for positive change

11. Identify off-campus location:

This Public School Building Level Administrator Licensure Program will be operated on campus at the start of this program. If any program of study courses are offered at other approved campus or distance locations by University of Arkansas faculty, the courses would be eligible for use in this certificate program of study.

Board of Trustees Approval Date:

Chief Academic Officer:

Date:

ATTACHMENT 1C

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Level: Undergraduate Graduate Law Effective Catalog Year 2006

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College, School, Division EDUC Department Code ELCF

Current Code (6 digit Alpha) _____ Proposed Code (6 digit Alpha) PSDLGC
Prior approval from the Office of the Registrar is required.

Interdisciplinary Program CIP Code 13.0401
Prior assignment from Office of Institutional Research is required.

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Program Name - Graduate Certificate in District-Level Administration

Insert in:

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http://catalogofstudies.uark.edu/current/graduate/26_1132_ENG_HTML.htm

Educational Administration (EDAD)

--after Degrees Confired - insert -

Graduate Certificates Offered:

Graduate Certificate in District-Level Administration

--after Requirements for the Educational Specialist Degee - insert -

Prerequisites for Acceptance to the Graduate Certificate Program: applicants must meet University requirements for admission to the Graduate School as a Non-Degree Seeking Student.

In addition, to receive the graduate certificate in district level administration, applicants must also have a valid teaching license, a master's degree, and a valid building-level administration license.

Certificate Requirements: 18 semester hours from the list of courses for a certificate with a grade-point average of 3.0.

District Level Certificate

In January of 2002, the Arkansas Department of Education changed licensure procedures for school administrators. Under the new guidelines, candidates with a master's degree, a state approved teaching license, and a state approved principal's license can receive licensure as a district level administrator, assistant superintendent or superintendent, by completing an approved program of study.

District Level Program of Study:

EDAD 6023 School Facilities Planning/Management (3 hours)

EDAD 6053 School-Community Relations (3 hours)

EDAD 6093 School Governance (3 hours)

EDAD 6103 School Finance (3 hours)

EDAD 6173 School Business Management (3 hours)

EDAD 674V District Level Internship (3 hours)

District Level Administration Program of Study = 18 Total Hours for Certificate Recognition

Note: If candidate is an experienced and practicing administrator at another administrative licensure level, the six required courses may be reduced by two courses for a total of 12 hours. All certificate program of study courses must be completed within five years before submittal to the Arkansas Department of Education.

SECTION VIII: Action Recorded by Registrar's Office

PROGRAM INVENTORY/DARS

PGRM _____ SUBJ _____ CIP _____ CRTS _____

DGRE _____ PGCT _____ OFFC&CRTY VALID _____

REPORTING CODES

PROG. DEF. _____ REQ. DEF. _____
Initials _____ Date _____

Distribution

Notification to:

- (1) College (2) Department (3) Admissions (4) Institutional Research (5) Continuing Education (6) Graduate School
(7) Treasurer (8) Undergraduate Program Committee Initials _____ Date _____

ATTACHMENT 1D

LETTER OF NOTIFICATION - 10

**GRADUATE CERTIFICATE PROGRAM
(12-18 SEMESTER CREDIT HOURS)**

1. Institution submitting request:

University of Arkansas

2. Contact persons/title:

Dr. Roy Farley, Department Head
Educational Leadership, Counseling
and Foundations
University of Arkansas
College of Education and Health Professions
Room 234 Graduate Education Building
Fayetteville, Arkansas 72701
Phone: 479-575-7725
Email: rfarley@uark.edu

Dr. Carleton Holt, Program Coordinator
Educational Administration Program
University of Arkansas
College of Education and Health Professions
Room 250 Graduate Education Building
Fayetteville, Arkansas 72701
Phone: 479-575-5112
Email: cholt@uark.edu

3. Phone number/e-mail address:

Phone: 479-575-7725
Email: rfarley@uark.edu

Phone 479-575-5112
Email: cholt@uark.edu

4. Proposed effective date:

Fall 2006 (Following approval, we request permission to award graduate certificates retroactively to those who have completed this program of study since 2002)

5. Name of proposed Graduate Certificate Program (Program must consist of 12-18 semester credit hours from existing graduate courses):

Graduate Certificate in District-Level Administration

6. Proposed CIP Code:

13.0401

7. Reason for proposed program implementation:

In January of 2002, the Arkansas Department of Education changed licensure procedures for school administrators. Under the new guidelines, candidates with a master's degree, a state approved teaching license, and a state approved principal's license can receive licensure as a

district level administrator, assistant superintendent or superintendent, by completing an approved program of study. Currently the University of Arkansas offers the required program of study. Individuals are admitted to Graduate School as non-degree seeking students, complete the program of study, present a culminating portfolio to an educational administration committee including a practicing district administrator, and complete a six-month internship. The proposed graduate certificate would change their student status from non-degree seeking to certificate seeking, provide recognition of the awarded certificate on their university transcripts, and improve their marketability in the job market.

8. Provide documentation that proposed program has received full approval by licensure/certification entity. (i.e. A graduate certificate offered for teacher licensure must be approved by the Arkansas Department of Education prior to consideration by the Coordinating Board).

The Educational Administration Program Area is approved for District Level Licensure by the Arkansas Department of Education. In addition, this Educational Administration Program of Study received national recognition from the Educational Leadership Constituents Council on December 14, 2003 which is the accreditation strand for NCATE.

9. Will this program be offered on-campus, off-campus, or via distance delivery?

Courses for this program of study will be offered on campus and through distance education to Hope, Helena, and Pine Bluff, Arkansas.

10. Provide the following:

- a. List of required courses

To receive the graduate certificate in public school district level administration, students are required to have a valid teaching license, a master's degree, and a valid building-level administration license. Once this is demonstrated, a student will complete the following required courses:

EDAD 6023 School Facilities Planning/Management (3 hours)
EDAD 6053 School-Community Relations (3 hours)
EDAD 6093 School Governance (3 hours)
EDAD 6103 School Finance (3 hours)
EDAD 6173 School Business Management (3 hours)
EDAD 674V District Level Internship (3 hours)

District Level Administration Program of Study = 18 Total Hours for Certificate Recognition

Note: If candidate is an experienced and practicing administrator at another administrative licensure level, the six required courses may be reduced by two courses for a total of 12 hours. All certificate program of study courses must be completed within five years before submittal to the Arkansas Department of Education.

- b. New course descriptions

All of these courses have been in operation for district level administrative licensure since January 2002.

c. Program goals and objectives

- The district administrator will demonstrate leadership which provides purpose and direction for greater student understanding and problem solving.
- The district administrator will implement plans of action efficiently and effectively for greater student achievement.
- The district administrator will create a secure environment that is conducive to greater student achievement.
- The district administrator will gather information from, and communicate it effectively to, students, parents, staff, the community, and the media to facilitate greater student achievement.
- The district administrator understands the importance of a clear vision and explicitly stated philosophy in shaping a coherent curriculum and in creating an effective school.
- The district administrator will make systematic use of data to assess the needs and accomplishments of students and staff.

d. Expected student learning outcomes

District level educational administrators will:

- Have the knowledge and ability to promote the success of all students by facilitating the development, articulation, implementation, and stewardship of a school or district vision of learning supported by the school community.
- Promote a positive school culture, providing an effective instructional program, applying best practice to student learning, and designing comprehensive professional growth plans for staff.
- Have the knowledge and ability to promote the success of all students by managing the organization, operations, and resources in a way that promotes a safe, efficient, and effective learning environment.
- Have the knowledge and ability to promote the success of all students by collaborating with families and other community members, responding to diverse community interests and needs, and mobilizing community resources.
- Have the knowledge and ability to promote the success of all students by acting with integrity, fairly, and in an ethical manner.
- Have the knowledge and ability to promote the success of all students by understanding, responding to, and influencing the larger political, social, economic, legal, and cultural context.

11. Identify off-campus location:

Courses for this program of study will be offered through distance education to Hope, Helena, and Pine Bluff, Arkansas. If any program of study courses are offered at other approved campus or distance locations by University of Arkansas faculty, the courses would be eligible for use in this certificate program of study.

Board of Trustees Approval Date:

Chief Academic Officer:

Date: