

# LEADERSHIP TRAINING INSTITUTE

## COURSE DESCRIPTIONS

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### FOUNDATION COURSES

The Foundation Courses provide a base of knowledge and skill that serves as a platform for conducting educationally sound extra-curricular activities.

#### LTC 501 Athletic Administration: Philosophy, Leadership Organizations and Professional Programs

The flagship course of Leadership Training serves as an overview for interscholastic athletic administration. This course introduces the philosophy of educational athletics then focuses on the roles of the NIAAA, the NFHS, the State Athletic/Activity Associations, and the State Athletic Administrator's Associations. The course also previews the NIAAA Leadership Training and Certification Programs. It is a prerequisite for all levels of certification and includes study materials for the CAA Certification Examination.

**Enrollees who will derive greatest benefit:** Athletic administrators seeking to learn more about educational athletics, national organizations, and those interested in pursuing the certification process.

This course is a recommended prerequisite to all other LTI courses.

Required for: RAA, CAA and CMAA Certification

#### LTC 502 Athletic Administration: Principles, Strategies and Methods

This course takes a basic approach to the fundamentals and methods of athletic administration and alerts and educates athletic administrators regarding potential problems and possible solutions in areas such as budgets, transportation, and scheduling and parent/student/coach conflicts. The course also touches upon sample athletic/activity program philosophies, department organizational charts, activity procedures/checklist, public relations, coaching applications/assessments and emergency plans.

**Enrollees who will derive greatest benefit:** Inexperienced athletic administrators seeking to define and improve their operational procedures.

Required for: RAA, CAA and CMAA Certification

#### LTC 504 Athletic Administration: Legal Issues I (Risk Management)

This course has in-depth coverage of all aspects of liability for sports injuries and risk management, including the duties imposed on athletic administrators, coaches, athletic trainers, and other athletic personnel, documentation requirements for an effective risk management program, and development of a strategic plan for risk management in the context of an interscholastic athletic program.

**Enrollees who will derive greatest benefit:** Administrators seeking information concerning Constitutional law and the need of exposure to causes for negligence and to legal "Standards of Care."

Required for: CAA and CMAA Certification

### LTC 506 Athletic Administration: Legal Issues II (Title IX, Sexual Harassment)

This course has in-depth coverage of compliance issues regarding Title IX and gender equity in an interscholastic athletic program, including the methodology for a school to perform a Title IX self-audit, and in-depth coverage of the issues and strategies related to the development of an effective policy for the prevention of sexual harassment in an interscholastic athletic program.

**Enrollees who will derive greatest benefit:** Administrators seeking strategies for minimizing legal challenges in each topic area. Required for: CAA and CMAA Certification

### LTC 508 Athletic Administration: Legal Issues III - (Hazing, ADA, Employment Law)

This course has in-depth coverage of the issues and strategies related to the development of an effective policy for prevention of hazing in an interscholastic athletic program, coverage of the constitutional and statutory issues affecting athletic programs, including the impact of disabilities legislation on school athletics, and coverage of employment law concerns affecting athletic programs, including contract law, equal pay and FLSA issues.

**Enrollees who will derive greatest benefit:** Administrators seeking information concerning Hazing and Employment law and the need of exposure to causes for negligence and to legal “Standards of Care.”

Required for: CMAA Certification

### LTC 511 Athletic Administration: Concepts and Strategies for Interscholastic Budgeting and Finance Using Excel Spreadsheets

This course of study provides an overview of accepted management practices and strategies. Included are budget models, timelines, documentation practices and suggested strategies for long range planning. A major component of this course will be desktop budget management using Excel Spreadsheets. It is highly recommended that attendees bring a laptop computer with at least Windows 2003, including Excel.

**Enrollees who will derive the greatest benefit:** Administrators desiring to incorporate Microsoft Excel and computer programs into budget management practices.

## OPERATIONS AND MANAGEMENT COURSES

The Operations and Management Courses provide skills, knowledge and best practices that enhance administrator efficiency and effectiveness in the management and operation of extra-curricular activities.

### LTC 608 Athletic Administration: Management Strategies and Organization Techniques

This course is designed to inform athletic administrators how to more effectively organize and manage their time, apply time management principles, be more productive and have balance to life. Instruction will focus on 12 key components and strategies, including proven techniques and tips to teach participants how to: Set Goals and Priorities, Plan for Results, Organize for Success, Process Paperwork, Delegate Effectively, Eliminate Time Wasters, Enhance Decision-Making, Make Meetings Productive, Conquer Procrastination, Utilize Technology, Communicate Effectively and Reduce Stress.

**Enrollees who will derive greatest benefit:** Administrators who are not familiar with the

pressures and intensity of athletic administration and who could benefit from orientation to time as an administrative resource.

### **LTC 611 Athletic Administration: Concepts and Strategies for Interscholastic Fundraising, Marketing, Promotions and Booster Clubs.**

This course will provide the athletic administrator with strategies and ideas to successfully promote and market the school's interscholastic programs and to enhance the success of supplemental fund-raising efforts. Promotional activities designed to create interest in, increase enthusiasm for, and enhance the image of, a school's interscholastic activities program are described. Models of supplemental fund-raising are summarized, including a focused segment on working successfully with booster clubs and safeguarding of funds that have been raised. The potential for raising funds through grants and outreach efforts for major gifts are introduced. Detailed information related to corporate sponsorship is

provided. Appendices include sample materials that may be utilized for grant and corporate sponsorship applications, marketing plans, and booster clubs, as well as fund-raising resources. **Enrollees who will derive greatest benefit:** Administrators seeking strategies to promote and market their school's interscholastic program, work successfully with booster clubs, increase the success of fund-raising initiatives, and initiate or broaden financial gain from grants and/or corporate sponsorships/donations.

### **LTC 612 Athletic Administration: Technology I - Basic Computer Application**

This course is an excellent resource and a useful tool in the everyday responsibilities of the athletic administrator when making presentations to community groups, booster clubs, boards of education, etc. Attendees will receive basic instruction and procedures in Word and PowerPoint. The hands-on course offers the athletic administrator an opportunity to actively create Word documents and PowerPoint presentations during the presentation of the course. Attendees will receive a resource disk to watch training sessions as many times as they want while they practice in Word and PowerPoint. For maximum benefit, it is highly recommended that attendees bring a laptop computer with at least Windows 2003, including PowerPoint, to the class.

**Enrollees who will derive greatest benefit:** Administrators seeking basic computer Word and PowerPoint skills for everyday office operations and presentations.

### **LTC 613 Athletic Administration: Technology II - Advanced Computer Application Skills**

This course is designed for those individuals who would like to use some advanced features in Word, e-mail applications, EXCEL and PowerPoint to improve the quality and presentation of materials. Additional areas covered in the overview are mail merge using Microsoft Word, and creating charts in Microsoft Excel. The course is an extension of LTC 612, and each lesson requires the student to interact with the software in the process of developing presentations and daily administrative reports. Attendees will receive a resource disk to watch training sessions as many times as they want while they practice in Excel, Outlook and PowerPoint. For maximum benefit, it is highly recommended that attendees bring a laptop computer with at least Windows 2003, including PowerPoint and Excel, to the class.

**Enrollees who will derive greatest benefit:** Administrators seeking advanced computer skills for advanced office operations and presentations.

### LTC 614 Athletic Administration: Technology III - Enhancing Public Presentations

This course is designed for those who would like to learn to use some of the advanced features of PowerPoint such as action buttons, master slide design, narration, sound and video insertions. Participants will also learn to use Photo Story 3 as a means of creating video stories and converting PowerPoint to video. Innovative methods of presentation and steps to better presentations, as well as public speaking, are included in the course. The hands-on course offers the athletic administrator opportunities to actively take part in the presentation of the course. For maximum benefit, it is highly recommended that attendees bring a laptop computer with at least Windows 2000, including PowerPoint and Photo Story 3, to this class.

**Enrollees who will derive greatest benefit:** Administrators seeking to improve their speaking and presentation skills as well as those who wish to improve their ability to use technology to enhance public presentations.

### LTC 615 Athletic Administration: Athletic Field Management

This course provides athletic administrators with a practical, cost-effective and scientific approach to turf management. Upon completion, administrators will have developed skills and knowledge required to maintain safe, resilient and attractive fields. The course will help athletic administrators develop long-range, operational and assessment plans and a documentation process for outdoor playing surfaces.

**Enrollees who -will derive greatest benefit:** Administrators desiring strategies for management and enhancement of existing playing fields or to resolve a persistent turf problem.

### LTC 616 Athletic Administration: Management of Indoor Physical Plant Assets

This course considers spectator facilities, special use gymnasias, natatoriums, laundry rooms and locker rooms, and the various systems that support them. Mechanical system checklists for use in regular inspections and maintenance programming will be provided. In addition, considerations and issues related to construction and remodeling programs will be discussed.

**Enrollees who will derive greatest benefit:** Administrators seeking guidance concerning management, maintenance and construction or remodeling of sport facilities and methods to enhance customer satisfaction and safety.

### LTC 617 Athletic Administration: Administration of Interscholastic Sports Medicine Programs

This course examines the role of the athletic director and other school administrators in supporting and developing the interscholastic sports medicine program within a school or district. In this regard, topic coverage will include: (1) philosophy of sports medicine services; (2) roles and responsibilities of the Certified Athletic Trainer (A.T.C.); (3) roles of other members of the sports medicine team; (4) the high school sports medicine center - specifications and equipment; (5) helping parents, athletes and the general public understand the role of athletic trainers; (6) legal issues and risk management strategies; and (7) contemporary administrative issues and response strategies. A series of appendices will also be developed to provide athletic directors and athletic trainers with helpful information. These appendices include: (1) physical plant floor plans and photographs; (2) contract format for employment of off-duty emergency response personnel for emergency care; (3) samples of multi-purpose student-athlete information card;

(4) sample site-specific emergency response plan; (5) a descriptive sports medicine handbook for coaches and parents; (6) position proposal guide for Certified Athletic Trainers in secondary school athletic programs; (7) public presentation PowerPoint slides and bullet point lecture to develop for a sports medicine program; and (8) references and resources.

**Enrollees who will derive greatest benefit:** Administrators seeking methods to better support sports medicine programs in interscholastic athletic programs.

#### **LTC 618 Athletic Administration: Management of Interscholastic Athletic Player Equipment**

This course makes use of principles, strategies and best practices for fitting, adjusting, managing, reconditioning and maintaining athletic apparel, footwear and protective equipment. All methods and techniques discussed will be drawn from American Equipment Managers Association standards and practices.

**Enrollees who will derive greatest benefit:** Administrators who are inexperienced with techniques and methods for maintenance of competitive player equipment.

#### **LTC 619 Athletic Administration: The Power of Curb Appeal**

The power of curb appeal is highlighted in this course. Visitors to a school often form an opinion of the school and community based on first impressions of the appearance of the facilities. This course discusses the power of curb appeal and how communication can enhance curb appeal. Strategies and methods are provided for maintaining structures and facilities as well as a comprehensive and thorough study of “Best Turf Field Maintenance Practices” as well as “Best Operational Management Practices.”

**Enrollees who will derive greatest benefit:** Administrators seeking techniques and methods to enhance public confidence in the administrator’s ability to maintain athletic facilities and to project a positive image to the community.

#### **LTC 621 Athletic Administration: Synthetic Fields, Design & Construction Components**

This course will review the stages and procedures involved in defining the concept, ensuring a successful design and the selection of a qualified professional to construct a synthetic turf playing surfaces. Discussion will take place regarding specific language, selection criteria bidding strategies and a checklist of contract considerations. In addition, a review of requirements to ensure professional project management, necessary steps to maintain quality assurance and best practices for care and maintenance.

**Enrollees who will derive greatest benefit:** Athletic administrators who are considering the installation of a synthetic turf field.

#### **LTC 625 Athletic Administration: Management of Game and Event Announcing**

This course is designed to assist athletic administrators in understanding their role in managing public address announcing at their contests and events. Topics include the role of the athletic administrator in hiring, training and evaluating announcers; developing expectations for their announcers and strategies for communicating the role of the public address announcer in an interscholastic setting. Course points include guidelines and code of conduct for P.A. announcers; the role of the announcer in promoting good sportsmanship; guidelines for script writing / editing; developing emergency situation /security announcements and discussion / examples of “do’s” and “don’ts” of public address announcing.

**Enrollees who will derive greatest benefit:** Athletic administrators that want to better control sportsmanship, safety and crowd control through the public address announcer.

**LTC 627 Athletic Administration: Administration of Interscholastic Sports Strength & Conditioning Programs (Available: December, 2011)**

This course will examine the role of the athletic director and other school administrators in supporting and developing the interscholastic strength & conditioning program within a school or district. In this regard, topic coverage will include: (1) philosophy of strength & conditioning for ages 12-18; (2) function of strength & conditioning in rehabilitation of injury; (3) roles and responsibilities of coaches and athletic administrators; (4) the interscholastic weight room – specifications and equipment; (5) financial issues and strategies; (6) helping parents, athletes and the general public understand the role strength and conditioning; (7) legal issues and risk management strategies; (8) certification of strength & conditioning personnel; (9) performance enhancing substances in interscholastic strength & conditioning; and (10) contemporary administrative issues and response strategies.

**Enrollees who will derive greatest benefit:** Administrators seeking methods to better support strength & conditioning programs in middle and high school programs.

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**Enrollees who will derive greatest benefit:** Administrators who are inexperienced with techniques and methods for maintenance of competitive player equipment.

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**Enrollees who will derive greatest benefit:** Administrators seeking techniques and methods to enhance public confidence in the administrator’s ability to maintain athletic facilities and to project a positive image to the community.

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**Enrollees who will derive greatest benefit:** Administrators seeking methods to better support strength & conditioning programs in middle and high school programs.

### LTC 703 Athletic Administration: Student Centered Educational Athletics—Performance Beyond the X’s and O’s

This student centered program will provide learning experiences for student athletes beyond the X’s and O’s. This course will support a value based curriculum that will demonstrate model behaviors and qualities that students should emulate both in and out of the athletic arena. Teachable moments beyond the classroom—center court, centerfield or center ice—provide the opportunity to promote and maximize the achievement of these educational goals and life skills. This course will provide the necessary strategies, methods and resources to implement this initiative within your own school.

**Enrollees who will derive the greatest benefit:** Athletic Administrators seeking methods and strategies to recognize, maximize, and enhance model student behaviors.

### LTC 705 Athletic Administration: Coach Centered Educational Athletics—A Character Based Coach to Coach mentoring program

Character based coach to coach mentoring programs utilize the talents, strengths and qualities

of the entire team of coaches to maximize the potential of the coaching staff. Mentoring is an attitude, a relationship and an investment which provides coaches the opportunity to support and nurture each other professionally, personally and ethically. This course will highlight mentoring models that demonstrate key behaviors to implement when establishing an effective mentoring program. It will also provide athletic administrators strategies and methods to develop and enhance successful

coach to coach mentoring programs.

**Enrollees who will derive greatest benefit:** Athletic Administrators seeking methods and strategies to maximize and enhance the strengths of their coaching staff.

### **LTC 707 Athletic Administration: Assessment of Interscholastic Athletic Programs and Personnel**

This course examines a philosophical rationale and a variety of methods that may be used to assess athletic programs and personnel. The goals of this program are to improve the performance of athletic coaches and other athletic department personnel, improvement of program operations and improvement of satisfaction among players, parents and employees. A central theme is to encourage assessment of needs, interests and opinions that can enhance goal-setting and planning priorities. The course examines a philosophical rationale for assessment of high school sport programs, discusses basic statistical concepts, focuses on Affective Assessment, describes various Personnel Assessment methods and concepts, and details various Program Assessment techniques.

**Enrollees who -will derive greatest benefit:** Administrators with no background in personnel and program assessment and administrators seeking templates for assessment.

### **LTC 709 Athletic Administration: Communications, Methods and Applications for Athletic Administrators**

This course examines relevant strategies and principles that can be used to enhance the skills of athletic administrators in communications. This course is focused on Communications concepts. Materials and strategies for the enhancement for communication skills are provided. Appendices provide relevant materials, that support text materials and principles.

**Enrollees who will derive greatest benefit:** Administrators who are not familiar with the effect of personal communications styles.

### **LTC 710-A Athletic Administration: Current Issues in American Sports**

(Dealing with Parents, Ath.Dir. Burnout, Ethics & Media Relations, Retaining Coaches, Technology). A panel of secondary level athletic administrators and outside experts will lead small-group discussions of important issues and effective response strategies for 3 topics of contemporary issues selected to be presented will be examined by using a moderator to guide the discussion and cover certain aspects of the topic. Participants will have an opportunity to participate in the discussion. The instructional format of the course will consist of lecture, seminar discussion and audience interaction.

**Enrollees who will derive greatest benefit:** Administrators seeking discussion of current issues and problem resolution strategies.



### LTC 710-B Athletic Administration: Current Issues in American Sports

(Booster Clubs, Home Schooling, Hazing, Specialization, Performance Enhancing Substances, Equity Issues). A panel of secondary level athletic administrators and outside experts will lead small-group discussions of important issues and effective response strategies for 3 topics of contemporary issues selected to be presented will be examined by using a moderator to guide the discussion and cover certain aspects of the topic. Participants will have an opportunity to participate in the discussion. The instructional format of the course will consist of lecture, seminar discussion and audience interaction.

**Enrollees who will derive greatest benefit:** Administrators seeking discussion of current issues and problem resolution strategies.

### LTC 714 Athletic Administration: Dealing With Challenging Personalities

This course examines the causes of challenging or difficult personalities in society, with specific reference to interscholastic athletic programs. Basic management strategies include the use of emotional intelligence and transactional analysis considerations and methods. Specific protocols will be defined for dealing with individuals who “must be right,” “must win,” “must be logical” and “must be accepted.” In addition, techniques will be covered for preventing or responding to anger, sarcasm, denigration, complainers and backbiters and rigid-obstinate personalities. A model will also be discussed for creative interaction with parents who demand involvement in athletic department decision-making or who seek to influence the decisions of senior administrators.

**Enrollees who will derive greatest benefit:** Administrators seeking to understand the role of human personality in defining a challenging personality or behavior and seeking strategies for dealing with extremely aggressive, rigid, sarcastic passive or condescending personalities.

### LTC 719 Athletic Administration: Leadership, Management/Supervision and Decision Making Concepts, Methods and Applications

This course examines relevant strategies and principles that can be utilized to enhance the skills of the athletic administrator in the areas of leadership, management and decision-making. Learning begins with an introduction to the differences between leadership, management and supervision, and continues with an in-depth investigation of each. Through the analysis of specific leadership and management characteristics and techniques, students will be able to apply specific skills to improve their leadership effectiveness. Concepts and techniques of decision making strategies are discussed and demonstrated through various in-class exercises. Appendices provide relevant materials, instruments and assessment procedures that support text materials and principles.

**Enrollees who will derive greatest benefit:** Administrators seeking to understand the effects of individual personality on leadership, management and decision-making and who want to enhance their own skills and abilities in these areas.

### LTC 720 Athletic Administration: Community Centered Educational Athletics—A Character Based Approach to Identifying and Unifying the Whole Team

Character based educational athletics can only truly succeed when the entire community—

School Board, Superintendent, Principal, Parents and Boosters—support and embrace the values and views lived daily in the school setting by the student and strategies needed to implement these programs within the entire community athletes, coaches, athletic department and school faculty. Without question, teachable moments in athletics prepare students for life when the whole community supports and reinforces those life lessons. This course will empower the athletic administrator to motivate the entire community to walk the talk by creating strategies to use in your school community.

**Enrollees who will derive greatest benefit:** Athletic Administrators seeking to learn more about character based athletics

### **LTC 721 Athletic Administrations: Positive Sporting Behavior-For the Love of the Game** (Available Dec, 2011)

In this course students will learn to implement appropriate strategies and techniques, designed to create a positive, productive learning environment, which will support a system that encourages character and self-discipline and sportsmanship. This class will provide opportunities for self assessment and reflection in regards to prior performance. In addition students will participate in class discussions, and activities which will increase their knowledge and skills of the effective components of successful character, citizenship and sportsmanship to share with their students, coaches, parents and communities

**Enrollees who will derive greatest benefit:** Administrators seeking strategies and concepts to implement and/or enhance the understanding of and involvement in a positive sporting environment for staff, students and community.

### **LTC 723 Athletic Administration: Administration of Professional Growth Programs For Interscholastic Athletic Personnel**

Since enactment of Title IX of the Education Amendment of 1972, the number of high school sports programs has increased geometrically. This pattern of growth has created an ever-increasing demand for trained coaches at all levels of high school and middle school competition. While the term “trained” may be defined variously, legal definitions, court cases and professional standards of care have clearly identified various competencies and performance expectations for coaches. In courts, these standards have placed increased responsibilities on athletic directors. First, is an obligation to carefully screen candidates for coaching positions during the hiring process. Second, is the responsibility to provide in-service training opportunities to ensure that all coaches are prepared for their work with children of variable skill and maturity levels. These obligations are so important that NIAAA Leadership Training Course 504, Legal Issues and Strategies has identified 14 legal duties that describe those requisite competencies in detail. The 14th and final duty or moral obligation places direct responsibility for the hiring and training of coaches on the athletic director and other administrators who may be linked to the hiring process.

Topic coverage includes:

- a. A philosophical overview and rationale for ongoing professional growth training for athletic department personnel.
- b. Various methods currently used to deliver state-of-the-art information to athletic department personnel at relatively low cost.
- c. Incentives that can be extended to coaches and other athletic department personnel to encourage their ongoing participation in professional growth and development activities.
- d. Various resources for training and instruction of high school and middle school coaches.

e. Samples of curriculum taught via the Internet and other methods.

**Enrollees who will derive greatest benefit:** Administrators seeking to provide in-service training opportunities to ensure that all coaches are prepared for their work with children of variable skill and maturity levels.

### **LTC 724 Athletic Administration: Stress Management Methods, Techniques and Systems**

The demands of high intensity daily work, evening and weekend supervision requirements, demanding public expectations, challenging interactions and limited resources place the athletic director in a stressful position. Needed are ways of intervening stress, managing its onset and using proven methods for reducing its impact. Stress will ALWAYS be present. Our perceptions of it determine the way we react and also help define the methods we choose to intervene.

Because of the individual nature of perception and preferred response, this course will provide an overview of individual methods (breathing control, muscle relaxation and mindfulness) along with systems drawn both from conventional Western medical practices and Eastern alternative or complementary medicine. In the latter area, an introduction to Yoga/Meditation, Tai Chi, Ai Chi, Acupuncture and Healing Touch will be used to complement the more traditional pain and stress management practices.

**Enrollees who will derive greatest benefit:** Administrators seeking new concepts, methods and additional strategies for dealing with stress in their daily activities.

### **LTC 790 Athletic Administration: Leadership Training Instructional Methods and Techniques**

This course is designed to provide instructors with an awareness of the expectations that are placed upon them in presenting LTI courses. The course examines teaching and learning styles and provides strategies for instructors to use in teaching LTI courses. It provides for interaction between current national faculty instructors and potential LTI instructors in the exchange of ideas used in the successful implementation of courses. To instruct any LTI course, one must complete LTC 501, LTC 790 and the course that one will be instructing.

**Enrollees who will derive greatest benefit:** Administrators seeking to become instructors in the Leadership Training Program.

### **LTC 799 Athletic Administration: Standards of Excellence in Interscholastic Athletic Programs**

Leadership Training Course 799 has two purposes and potential benefits for high school athletics directors. For newly or recently appointed directors, the course provides an overview of 11 NIAAA Leadership Training Courses (LTCs) including key concepts, strategies and best practices. Whether working to improve a program or looking for long-range planning guidance, this overview of 11 NIAAA course components can be of value. At the close of each of the nine chapters contained in the course manual, other LTCs are cited wherein an athletic director can derive more detailed information on a particular topic addressed within each 799 chapter. For more experienced directors, the same planning and guidance benefits can be derived. However, an additional benefit and incentive can be realized by seeking NIAAA and NASPE Recognition of Program Excellence in one of three categories (Meritorious, Distinguished and Exemplary). For this purpose, the course provides an assessment instrument that describes in detail important components of an educationally sound interscholastic athletic program.

**Enrollees who will derive greatest benefit:** Experienced athletic directors attempting to achieve high levels of Program Excellence and/or researching foundation information and strategies for achievement of excellence in high school athletics programs.

## SUMMARY OF NIAAA LTC COMPLETION REQUIREMENTS FOR CERTIFICATION

### **Registered Athletic Administrator (RAA)**

- LTC 501, 502

### **Certified Athletic Administrator (CAA)**

- LTC 501, 502, 504 (506 will become an additional requirement for CAA beginning January 1, 2011)
- RAA is NOT a prerequisite to CAA

### **Certified Master Athletic Administrator (CMAA)**

- LTC 501, 502, 504, and 506 (508 will become an additional requirement for CMAA beginning January 1, 2011)
  - a. CAA earned
  - b. 3 Operations and Management Courses selected from 608, 611, 612, 613, 614, 615, 616, 617, 618, 619, 621, 625, 630
  - c. 3 Leadership Courses selected from 700, 701, 703, 705, 707, 709, 710, 714, 719, 720, 723, 724, 790, 799