Administrative Program Review

PROGRAM SELF STUDY

For

WCU Center for Professional Selling and Marketing

January 8, 2013
Executive Summary

The Center for Professional Selling and Marketing (the Sales Center) originated with a proposal from professors in the marketing academic unit and Dean Ron Schiffer to Chancellor John Bardo in 1998. The idea was to create a unique learning environment for students and sales professionals through a variety of curriculum and development programs. At the time of its conception no other university in North Carolina had a Center emphasizing professional selling skills. Currently, only Elon University has a Center dedicated to enhance students’ professional selling/sales management skills.

While Dr. James DeConinck was appointed the Director of the Sales Center in the fall of 2002, the Sales Center became functional with the completion of the Center for Applied Technology in the fall of 2006. Dr. James DeConinck served as the director for nine years and was replaced by Dr. Zahid Subhan upon Dr. DeConinck’s resignation. Currently, the Sales Center has no director.

The primary purposes of the Sales Center since 2006 have been to train students for participation in regional and national sales competitions, arrange for companies to interview students for jobs in professional selling, and utilize the telemarketing capabilities to assist companies. Corporate training has not been a focus of the Sales Center due to a lack of adequate space and WCU’s remote location.

Training received at the Sales Center has enabled students to succeed in regional and national sales competitions. Their success has led to receiving job offers from major corporations.

During the last five years two important changes have occurred within the Sales Center. First, participation in sales competitions ended with Dr. DeConinck’s resignation. Second, the Sales Center’s space was reduced by approximately 50 percent when Chancellor Bardo rented that part of the facility to a Brazilian company three years ago.

Excellent opportunities exist to use the Sales Center to enhance the goals of the university. However, several obstacles must be addressed. First, adequate funding to operate the Sales Center must be provided. Second, greater participation and cooperation with the Office for Advancement is needed. Third, other academic units with the College of Business must support the Sales Center. Fourth, a director needs to be appointed.
RESPONSE TO PROGRAM REVIEW CRITERIA

I. History and Description

A. Primary Purpose and Key Functions

The Center for Professional Selling and Marketing (the Sales Center) provides educational and development opportunities for students, faculty, and businesses in the area of professional selling. Since the sales function generates the revenue which enables the rest of the organization to operate, customers increasingly will need the expertise and assistance of highly trained salespeople in order to evaluate the numerous complex market offerings available to them. The number of professional selling jobs has continued to grow during the last decade and the growth is expected to continue. Thus, the need for students trained for a career in professional selling is extremely relevant.

The Center for Professional Selling and Marketing has established the following goals:

- To effectively combine theory, technology, and application to better prepare students for successful careers in professional selling and sales management.
- Provide world class education to college students and sales professionals through a variety of curriculum and development programs.
- To enhance the image of the sales profession and to promote professional selling and sales management as rewarding lifelong careers.
- To strengthen the relationship between business and academia through programs which foster a blending of each one’s unique competencies.
- To conduct research advancing the field of professional selling and sales management.
- Expand the frontiers of knowledge in professional selling and sales management.

B. History

The concept for a Center for Professional Selling and Marketing originated with a proposal from Professors Jeffery Lewin, Julie Johnson, James Busbin and Dean Ron Schiffler to Chancellor John Bardo in 1998. The proposal was for the Sales Center to be located in the Workforce Development Center, which was renamed the Center for Applied Technology (CAT) building upon completion of that facility. The CAT building was opened in the fall of 2006. Upon acceptance of the proposal by Dean Schiffler, a capital campaign was initiated with the assistance of WCU’s Office for Advancement. Approximately $150,000 was pledged by donors for the Sales Center. The money was used to purchase chairs, desks, and video technology for one classroom, three faculty offices, an administrative office, and three conference rooms.

Dr. James DeConinck was hired to be the director of the Sales Center in the fall of 2002. During Dr. DeConinck’s first four years as director of the Sales Center, the Sales Center was run from Dr. DeConinck’s faculty office in the Forsyth building. In essence
the Sales Center began full operation during the fall of 2006 with the opening of the CAT building.

The primary purposes of the Sales Center since 2006 have been to (1) train students for participation in regional and national sales competitions, (2) to arrange for companies to interview students for jobs in professional selling, and (3) use the telemarketing capabilities to assist companies. Beginning in the fall of 2007 and ending in the fall of 2008 one of the conference rooms was converted to faculty offices for College of Business faculty during the renovation of the Forsyth building. Beginning in the spring of 2011 Chancellor John Bardo signed an agreement to rent half of the Sales Center to a Brazilian based company. This decision meant sacrificing one large conference area and faculty offices. Thus, since that time the Sales Center has been reduced to one classroom, two faculty offices, and the administrative office.

Dr. James DeConinck resigned as director of the Sales Center effective June 30, 2011 and was replaced by Dr. Zahed Subhan. Dr. Subhan was moved from his position as director of the Sales Center and assumed the role as the Director of the Center for Innovation and Creativity at the beginning of this academic year. Currently the Sales Center has no director. One professor, Dr. Steve Henson, and an Executive Secretary, Ms. Sharron Crane, have offices in the Sales Center.

C. Organizational Structure
The Center for Professional Selling and Marketing has a director and an administrative assistant. The director reports directly to the Dean of the College of Business. In the past the administrative assistant reported to the director. However, since the Sales Center currently does not have a director, the administrative assistant currently reports to Dr. Robert Carton, Chair of the Department of Entrepreneurship, Marketing, and Hospitality & Tourism.

D. The Center of Professional Selling and Marketing has no student assistants.
II. Alignment with WCU Mission, Vision, and Values

A. Alignment

The Center for Professional Selling and Marketing is very important to the university’s mission and Quality Enhancement Program (QEP). WCU’s mission is “to improve individual lives and enhance economic and community development in our region, state, and nation through engaged learning opportunities in our academic programs, educational outreach, research and creative activities, and cultural activities.” The mission of the College of Business and the Center for Professional Selling and Marketing is to develop students who are “Business Ready®” to excel in the fields of marketing and professional selling and move Western Carolina University to the forefront in marketing education and training. The Sales Center’s primary goal is to be on the forefront of marketing education by meeting the needs our students and the business community through a curriculum emphasizing professional selling. The specific goals and outcomes for the program are listed below. These goals were developed to be conducive with the goals of the QEP.

- Provide students with the ability to think critically in problem solving activities and apply the marketing theories and strategies learned throughout their marketing coursework and program.
- Facilitate a learning environment that provides students with a foundation for making ethical decisions and understand the importance of social responsibility in business.
- Prepare students for a successful career in marketing through refining student written, oral, and technology skills.
- Provide students with “real-world” marketing scenarios to prepare them for successful transition from college to business.
- Provide undergraduate students with an understanding of global business and the importance of an appreciation and knowledge of cultural differences and similarities in the multicultural global business environment.
- Provide students that graduate with a marketing degree a learning environment that enables them to integrate information from a variety of sources (through coursework and activities) that enables them to assume a leadership role in society.

B. Changes in the Last Five Years

Five changes have occurred in the last five years. First, as noted previously Dr. DeConinck resigned his position as the Sales Center Director and was replaced by Dr. Subhan. Second, based on the decision by former Dean of the College of Business Ron Johnson, the Sales Center Director was advised to spend increased effort preparing students to compete in regional and national sales competitions. Given the adverse job market a decision was made that by spending additional time preparing students for participation in sales competitions they would be more prepared to pursue a career in professional selling and hence be more marketable to companies. Third, the Sales Center lost half of its space when a decision was made to rent that part of the Center to a
Brazilian company for their operations. Fourth, during Dr. Subhan’s tenure as Director, the sales competitions were eliminated as a mission of the Center. Fifth, Dr. Subhan was reassigned to directorship of the Center for Innovation and Creativity, leaving the Center with no current director.

C. **Anticipated Changes in the Next Five Years**

Anticipated changes are somewhat difficult to assess given that the Center currently is not staffed. However, assuming the Sales Center becomes fully operational again several changes are expected to occur. First, appointment of a new director is anticipated within the next year. Second, based on comments from former and potential new donors participation in regional and national sales competitions will resume. An effort will be made to broaden the number of students participating in these competitions. Potential sources include Honors College students and individuals who are seeking a major in theatre and performing arts. Since the sales competitions involve a form of acting, these students will benefit from participating in the sales competitions. The Sales Center also anticipates more participation from students who are seeking a major in entrepreneurship. In the past some of these students have made an important contribution to the Sales Center’s success in the competitions. Entrepreneurship students currently have the option of obtaining a cognate (i.e. a minor) in marketing with an emphasis in professional selling. Marketing is the largest cognate in terms of number of students enrolled in the B.S. degree in Entrepreneurship. Thus, increased participation in sales competitions from students majoring in entrepreneurship is anticipated. Third, the Center anticipates conducting sales and marketing training programs for corporations in our region. The current space is inadequate for such purposes due to the geographic challenges of attracting businesses to Cullowhee for training. Fourth, the Center anticipates increased participation from the business community in terms of involvement in our classes and using the facility to conduct job interviews. Fifth, The Sales Center will join the Sales Center Alliance. Currently, 34 universities are members of the Sales Center Alliance. Sixth, the Sales Center currently employs an executive secretary to assist the director. However, given the current state of the Sales Center and anticipated future changes the need for an executive secretary needs to be evaluated. The workload indicates that an executive secretary is not needed at this particular time.

An important point needs to be made concerning anticipated changes in the Center. These changes are based on the assumptions that (1) a director will be appointed to run the Sales Center, (2) sufficient funding is available to operate the Sales Center and (3) that adequate space is allocated to the Sales Center for its operations.

III. **Demand for the Center**

A. **Key Users and Participants**

The classroom located in the Sales Center is used primarily to teach marketing classes. However, the classroom has been used, is currently being used and can be used
in the future by other professors outside of the marketing discipline. The classroom is equipped with video technology, which can be used for various purposes in the university.

The Sales Center also is equipped with a call center. Several companies have inquired about using the call center for telemarketing purposes. However, the current equipment has limitations, which limits its ability to be used for this purpose. If additional funding were allocated to update the equipment, the Sales Center should see increased demand for its telemarketing services.

If additional space were allocated to the Sales Center, it can be an excellent source to conduct training sessions for employees in various fields. In the past the Sales Center has been used for such a purpose. But, with the elimination of approximately half of the facility, using the Sales Center for training purposes is problematic. Conducting training sessions for businesses is a viable use of the Sales Center, if adequate space could be found.

B. Measuring Demand

Professional selling courses are the primary courses taught in the Sales Center using the classroom located in the facility. Demand for professional selling courses has traditionally been very good. The classroom can accommodate 32 students and the classes usually fill within a few days of registration.

In addition, before the Sales Center became dormant, an increasing number of students sought to participate in the sales competitions. When the Sales Center is appropriately funded, efforts will be made to recruit students from outside the College of Business, which will create a need for the Sales Center’s facilities.

C. Major Interactions with Other Units

The Center for Professional Selling and Marketing interacts with several other units on campus. Several other academic units (communications, sport management, and entrepreneurship) offer a minor with a specialization in professional selling. The Sales Center is used to teach several of these classes. In addition, MKT 206, professional selling, and MKT 409, negotiations, are part of the business minor for construction management and engineering technology. These classes typically fill early and are often taught in the Sales Center.

D. Related Programs and Services and the Unique Contributions of the Center for Professional Selling and Marketing

WCU has the only Center for Professional Selling and Marketing among public universities in North Carolina. Elon University is the only other university in North Carolina that currently has a Center for Professional Selling. Kennesaw University in Atlanta also has a Center for Professional Selling, although it is not considered a
competitor to WCU’s Sales Center. Thus, the Center for Professional Selling and Marketing at WCU provides a unique opportunity to provide important sales and marketing skills to both students and interested business participants in our region.

IV. Quality

A. Identification and Measurement of Quality

The primary mission of the Sales Center has been preparing students for a career in professional selling. Therefore, quality of the program will be assessed in two ways. The first way to assess the quality is to examine the number of students who have graduated from WCU and have achieved success in the area of professional selling/sales management. The second method used to assess quality of the Sales Center is to evaluate the success of WCU students in regional and national sales competitions. All of these students who compete in these competitions are trained using facilities in the Center for Professional Selling and Marketing. During the three years that students competed at the regional sales competition at Ball State University, WCU took first place twice and second a third time. In addition, Nate Hunzaker placed second among 132 students competing at the National Collegiate Sales Competition (NCSC) at Kennesaw University in 2011. During the years that WCU competed at NCSC, WCU students, in terms of achievement placed in the upper one-third of universities five times.

In addition to students’ success at sales competitions, many students who were trained using the facilities in the Sales Center have had successful careers in sales and sales management. Based on information provided by corporations students who graduated with a marketing degree with a sales focus have a four to six months “head start” over students who graduate with a traditional marketing degree. Without the Sales Center’s training facilities, offering a focus on professional selling would be much more difficult.

Benchmarking – The Center for Professional Selling and Marketing benchmarks itself against other universities that have a similar center. Generally, the primary focus of these centers is to prepare students for a career in professional selling. They accomplish this goal by (1) offering a variety of professional selling courses and (2) by having students participate in sales competitions. Until the Sales Center at WCU became dormant, it was performing both of these tasks. Some of the centers located in larger metropolitan areas also conduct various training programs for businesses. The Sales Center at WCU has not been active in conducting training programs for businesses. Three reasons exist for the decision to not use the facility for this purpose. First, the Sales Center at WCU is small and not well-suited or equipped compared to the sales centers that conduct employee training sessions. Second, WCU is located in a rural area as opposed to the other centers that are located in metropolitan areas (e.g. Kennesaw University and William Patterson University). Third, former College of Business Dean Ron Johnson requested that the
focus of the Sales Center be on preparing students for sales competitions, being a leader in sales research and soliciting companies to visit campus to conduct job interviews.

A. Assessment of the Center

The program has been assessed against some of the other universities with a successful center for professional selling or universities that emphasize professional sales in their curriculum. The universities chosen were: University of Bradley, University of Toledo, Elon University, Western Kentucky University, Kennesaw State University, University of Central Missouri, William Patterson University, Kansas State University, University of Louisville, and Ball State University. The primary role of other Centers for Professional Selling is to prepare students for a career in professional selling. The marketing programs where the centers are located offer at least two courses in the sales area (e.g. professional selling, advanced selling, and sales management). In addition, students from these marketing programs participate in regional and national sales competitions. The sales centers are used to primarily teach students essential selling through the use of role plays and experiential exercises. A secondary role is to conduct training programs for various businesses. As mentioned previously, sales centers that use their facilities for corporate training are much larger than the sales center at WCU and are located in large metropolitan areas. Currently, the marketing degree at WCU requires students to take a beginning sales course with the option of taking three additional sales courses for elective credit. The current Center for Professional Selling and Marketing at WCU is not adequate to conduct training seminars for businesses. Similar to other sales centers the Sales Center at WCU uses its facilities to prepare students to compete in sales competitions. All of the sales centers have a director who is a member of the marketing faculty and usually is a tenured member of the faculty with a doctorate in marketing. The directors are not involved directly in raising funds to operate the centers. Rather, they work with the office of advancement to acquire additional funding.

The Sales Center also has been assessed by forming and asking for input from an advisory board. Dr. DeConinck formed an advisory board consisting of managers and executives in the business community. They stressed the importance of using selling role plays and experiential exercises in marketing classes to prepare students for a career in professional selling. The board was discontinued after Dr. DeConinck’s resignation as Sales Center director.

Thus, based on an assessment of what is occurring at other universities who have a sales center, the Center for Professional Selling and Marketing appeared to be meeting or exceeding program goals at these other academic institutions during the time it was fully operating.
B. Major Accomplishments in the Last Five Years

The Center for Professional Selling and Marketing has had several significant achievements during the last five years. Some of these achievements are listed below.

- A WCU student, Nate Hunzaker, placed second out of 132 students at the National Collegiate Sales Competition (NCSC) at Kennesaw University in 2010. NCSC is the most prestigious sales competition.
- Placed in the top one-third of participating universities at NCSC in three of the six years that WCU competed in the competition.
- During the three times that WCU competed at the regional sales competition held at Ball State University, WCU students won the competition twice and placed second the other time.
- Through courses taken using the Sales Center’s facilities, students who have been trained in selling using the Sales Center’s facilities have acquired and have been highly successful in professional selling positions for various companies.

V Cost Effectiveness

The cost effectiveness of the Sales Center is difficult to assess as the main purpose has been to prepare students for a career in professional selling. Thus, a direct, short-term benefit to the university cannot be assessed. However, the major focus of any university is to provide students with an education that will enable them to succeed upon graduation. Based on the number and quality of professional selling jobs that students have obtained since the Sales Center opened, the Sales Center appears to be very cost effectiveness.

Two additional issues need to be addressed regarding cost effectiveness. First, the Center has not been allowed to raise money, because of limitations placed on it by the Office of Advancement. Second, the need for an executive administrative assistant needs to be evaluated. The initial position was funded for only an administrative assistant versus the current situation where the position is being filled by an executive assistant. Ms. Liz Jones was hired to serve in this role. Upon retirement of an administrative assistant in the College of Business, Dean Louis Buck transferred Ms. Jones to be administrative assistant to the Business Administration and Law/Sport Management department. Ms. Sharron Crane was subsequently transferred from the dean’s office in the College of Business to serve as an executive administrative assistant in the Sales Center. At the time Ms. Jones was hired the Sales Center was part of the marketing department and then the combined Marketing/Hospitality & Tourism Department. Thus, Ms. Jones’ role was to be an administrative assistant to both the Sales Center and the department. Two years ago Dean Buck combined Entrepreneurship, Marketing, and Hospitality & Tourism into one department. Entrepreneurship has an administrative assistant, Ms. Vicki Fisher. Only one marketing professor, Dr. Steve Henson, currently has an office in the Sales Center. The other marketing professors are located in Forsyth and primarily use Ms. Fisher for administrative support. Thus, the role of the administrative assistant (or executive administrative assistant as
the position is currently filled) has diminished significantly. Even if or when the Sales Center becomes fully operational again, the need for an administrative assistant cannot be justified.

VI Opportunities

A. Potential to Enhance Existing Programs and Services

If the Center resumes operations, several opportunities exist to enhance it. First, many students enrolled in both the College of Business and other colleges in the university start their career in sales. Thus, the need for a sales center to prepare students to pursue this career is very important. Second, success in sales competitions provides an avenue to encourage potential donors to contribute financially to the university. While WCU does not have as many students willing to devote the time to compete in the competitions as do other larger universities, success in these competitions shows the business community the outstanding attributes of our graduates. The original idea of participating in sales competitions was to use our success in the competitions to encourage the business community to provide additional resources in the form of student scholarships to grow the Sales Center. Obviously in order to encourage donations we must provide a reason for people to donate money. An important aspect of the Sales Center is to highlight the achievements of WCU students in order to encourage donors to contribute money for scholarships and additional participation in sales competitions.

In addition, the Sales Center can provide a unique opportunity to train employees in our region to prepare them for a dynamic environment. While various opportunities exist for conducting sales training, the training does not have to be limited only to enhancing professional selling skills.

B. How Other Units Hinder Our Effectiveness

For the most part, the Sales Center is not hindered by other academic departments. However, two issues need to be resolved if the Sales Center is to function properly. First, the Office of Advancement must allow the Sales Center director, the Associate Dean of the College of Business, and the Dean of the College of Business to participate actively in fundraising activities. The Office of Advancement has raised little money to support the Sales Center during the last ten years. WCU has alumni who have been very successful in various professional selling roles and our belief is that they are willing to assist the Sales Center to grow by making donations. However, restrictions have been placed on the College of Business in terms of soliciting donations from these people. The Office of Advancement must enter into a true partnership with the College of Business and the Sales Center, if the Center is to realize its true potential.

Second, other academic units with the College of Business must support the Sales Center. In the past some academic units and professors within the College have viewed a sales career as “trade school.” While the major role of the Sales Center has been to prepare students for a career in professional selling, its larger role is to create future business leaders by adhering to goals embodied within the QEP. Salespeople are among
the most highly paid employees in business. Without competent and ethical salespeople, a business will cease to operate. Other academic units must respect and appreciate the valuable role of salespeople to a company. No other university within the North Carolina educational system has a Center for Professional Selling and Marketing. But, for the Sales Center to succeed, it must have support from all constituents in the College of Business.

C. Redundant Program and Services
The Center for Professional Selling and Marketing is unique to WCU and therefore no redundant program or services exist either at WCU or other public universities in North Carolina.

D. Services at Peer Institutions
Elon University is the only other university within North Carolina that has a Center for Professional Selling. However, other universities outside of North Carolina do have either a Center for Professional Selling or a curriculum that emphasizes sales courses. Based on a comparison with these peer institutions, at the time it was operating, the Center for Professional Selling and Marketing at WCU was exceeding expectations given its location and size limitations.

E. Cost Savings and External Funding
During the time it was operating the Sales Center had a budget of about $5,000, which is considerably below the funding at some other universities that have a sales center. While about $150,000 was pledged originally to the Sales Center that money is restricted for equipment purchases. External grants are not available to operate the Sales Center.

   An opportunity does exist for additional funding from donors and conducting training seminars. The availability of acquiring these funds depends to the ability of the Sales Center to actively seek funding from donors and allocation of adequate space to conduct employee training seminars.

F. Making Our Program Exemplary: Opportunities for Improvement
Several opportunities exist to improve the Center for Professional Selling and Marketing. Based on the success achieved when the Sales Center was fully operational and using other sales centers as a model for WCU’s Sales Center, the following recommendations are presented.

1. Appoint a full – time director. The first step to improving the Sales Center is to appoint a director. While most Sales Center directors at other universities are traditional professors possessing a doctorate in marketing, a retired business executive with extensive experience in sales/marketing also can be considered.

2. Decide on a mission for the Sales Center and set expectations. A decision needs to be as to the director’s responsibilities. Should sales competitions be the main focus of the Sales Center or should corporate training be the major focus?
3. Provide adequate space to operate the Sales Center. The WCU Sales Center is relatively small compared to other sales centers. Thus, a serious limitation exists as to what can be achieved.

4. Increase the Sales Center’s budget. The budget for the Sales Center has been approximately $5,000 per year, which is inadequate if the Sales Center is to prosper.

5. Increase the cooperation between the Office of Advancement and the Sales Center director and Associate Dean for Advancement in the College of Business to raise more money to operate the Sales Center. Except for initial contributions from donors to start the Sales Center, virtually no money has been raised to operate and expand the Center. The Sales Center can achieve increased success, if the Office of Advancement, the Dean of the College of Business, the Associate Dean for Advancement of the College of Business, and the director of the Center for Professional Selling and Marketing work together to raise additional funds for the Sales Center.
## Appendix A

### Budget Expense

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