



STATE OF CONNECTICUT
BOARD OF TRUSTEES
FOR THE STATE COLLEGES

P. O. Box 2008 NEW BRITAIN, CONNECTICUT 06050
TEL. NEW BRITAIN: 203-229-1607 TEL. HARTFORD: 203-566-7373

RESOLUTION

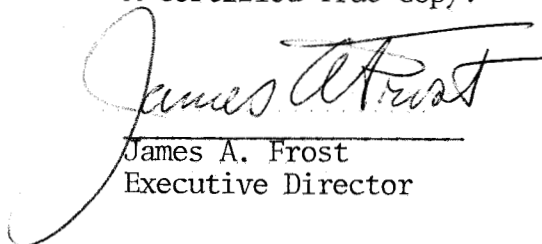
concerning

LICENSURE APPLICATION
for
CONCENTRATION IN GENERAL BUSINESS MANAGEMENT
within the
MASTER OF SCIENCE PROGRAM IN
ORGANIZATION AND MANAGEMENT
at
Central Connecticut State College

April 2, 1982

RESOLVED, That under the authority granted the Board of Trustees in Chapter 164, Section 10-109 and Chapter 178, Section 325c of the General Statutes, Central Connecticut State College is hereby authorized to seek licensure for and implement a Concentration in General Business Management within the Master of Science Program in Organization and Management, subject to the approval of the Board of Higher Education.

A Certified True Copy:

A handwritten signature in cursive script, reading "James A. Frost".
James A. Frost
Executive Director

DESCRIPTION OF PROPOSED ACADEMIC PROGRAM OR DEGREE	
PROGRAM NAME Organization and Management-General Business Management Option	DATE OF SUBMISSION to BRE
TITLE OF DEGREE (and abbreviation) Master of Science in Organization and Management-General Business Management Option (MSOM-GBM)	
*SUBJECT FIELD CODE (No.) 0 5 9 9	TITLE Interdisciplinary Program-Organization and Management
DEPARTMENT and SCHOOL OR COLLEGE School of Business and the Graduate School	
Applicant INSTITUTION Central Connecticut State College	PROPOSED INITIATION Date September, 1982
GEOGRAPHIC LOCATION OF PROGRAM New Britain, Connecticut	
INSTITUTIONAL LIAISON PERSON Dr. H. B. Jestin	TITLE Vice President for Academic Affairs
TELEPHONE 827-7288	
BOARD OF TRUSTEES STAFF Liaison Executive Officer-Academic and Student Affairs Dr. Thomas A. Porter, Board of Trustees for Connecticut State Colleges	827-7700
SUMMARY Describe the proposed academic program below and on a separate page if necessary.	

The activities of such diverse segments of our economy as industry, business, education, and government have become so interrelated and interdependent that they need to develop integrated decision-making processes in order to function most effectively. There is a need for well-educated managerial personnel in each of these fields who not only recognize this interdependence, but also are trained in the implementation of such processes in their chosen fields.

As directed by the Connecticut Board of Higher Education planning approval resolution, Central Connecticut State College separated this proposed Master of Science Degree Program Organization and Management (MSOM) into an initial option in Industrial Management and into a cooperative degree program in General Business Management with another institution already offering a graduate program in that area. In accordance with this resolution, such a cooperative program has been developed with The Hartford Graduate Center.

Drawing upon elements of the business and industrial processes, the emerging technological fields, and managerial practices, this interdisciplinary graduate level program is designed to provide advanced educational opportunities in the areas of organization and management for persons who are already employed in managerial positions or who aspire to such positions.

Because this proposed program is interdisciplinary in nature and will utilize the resources of the total college as appropriate, it is essential that one administrative officer, Dean of the Graduate School, be responsible for organizing and supervising the various elements for instruction. To assure the quality and cost effectiveness of the program, this Dean will be responsible for the development of intra and inter-institutional cooperative relationships.

Utilizing personnel and expertise from Central's Schools of Business, Technology, and Arts and Sciences, and The Hartford Graduate Center, the program activities have been organized into a 36 semester hour graduate program leading to a Master of Science in Organization and Management (MSOM) with an option in General Business Management.

To insure that all students participating in the proposed program are able to appreciate and understand the concept of interrelatedness and are able to develop integrated

DO NOT FILL IN These items will be completed by the BHE staff.	LICENSURE ACTION	Accreditation ACTION
	SCA _____	SCA _____
PAAC _____	PAAC _____	
BHE _____	BHE _____	

* Note: Code To be selected from the TAXONOMY OF INSTRUCTIONAL PROGRAMS (as provided)

PROGRAM SUMMARY
(For Licensure)

Page 2

decision-making processes in their own chosen fields, about one-half of the total degree program will be a series of required interdisciplinary core courses. Supplementing these common core courses will be additional courses related directly to an individual student's particular interest and needs.

A core of 15 semester hours will be required of all students in the program. This core is significantly oriented toward the managerial process. Beyond that core, the remaining hours --- normally 21 semester hours --- will be prescribed by each student's advisor, who will be a full-time member of the faculty of Central's School of Business. Taking the undergraduate preparation into account, two of the restricted electives will be assigned with a view to strengthening the candidate's capabilities. The remaining courses will be drawn from 400 and 500 level courses in the directed elective category. Courses will be structured so as to provide the greatest career opportunity for the individual student.

Program Course Requirements

Core Requirements (Managerial Process)	15 semester hours
Restricted Electives (Fields Related to Business Setting)	6 semester hours
Directed Electives (Business or other courses as advised)	15 semester hours
Total Program	<hr/> 36 semester hours

Experience at Central Connecticut State College with other graduate level programs has shown that such a program would be most beneficial to students who are already members of the college's distinct clientele and who enroll on a part-time basis. The program should have special appeal to students presently enrolled in other Central graduate programs less relevant to their career needs, recent recipients of Bachelor's Degrees from Central who desire new career opportunities, and persons presently employed in businesses in close proximity to the college.

It is expected that of the students enrolled in this program, about 85 percent will do so on a part-time basis.

February 26, 1982

Dr. F. Don James, President
Central Connecticut State College
New Britain, Connecticut 06050

Dear Don:

Now that our colleagues have had an opportunity to further analyze our respective involvements in your MSOM Program, it seemed appropriate to confirm the specific points of our cooperation agreed to at our January 11th meeting. As I understand it, we are agreeing to the following:

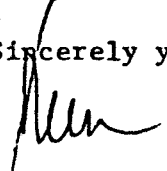
1. The Hartford Graduate Center (HGC) will provide the teaching services of one or more faculty members in specialty areas relevant to the MSOM Program. Nine (9) credit hours (one-half the annual base load of an HGC faculty member) of teaching is contemplated at no cost to CCSC in the first year. These credit hours will be taught at CCSC.
2. HGC will add one new faculty member for the 1982-83 academic year to assure the availability of personnel for this cooperative effort.
3. A student in CCSC's MSOM Program may take, with his or her advisor's approval, up to nine (9) credit hours of coursework at HGC for transfer to CCSC. Payment for these courses will be at the then applicable CCSC tuition rates. The availability of space will govern admission to a particular class.
4. An HGC faculty member specializing in the MSOM Program concentration field, and who is mutually acceptable to our respective colleagues, will be designated as a consultant to your Program. Any compensation or other arrangements will be negotiated directly between CCSC and the HGC faculty member.

Further details of our agreement will be worked out by our colleagues subject, of course, to our final approval.

Dr. F. Don James
February 26, 1982
Page 2

It is exciting for us to be involved in an effort that I suspect is unique in the area of public and private institutional cooperation. As we see it, your Program is going to provide educational opportunities in an area where Connecticut industry has substantial needs and where the pool of Connecticut residents seeking this type of Program concentration is large as well. We are pleased to join with you because we believe this will further enhance our institutional mission of serving the educational needs of men and women working in the Connecticut economy.

Sincerely yours,



Homer D. Babbidge, Jr.
President

HDB:aec



CENTRAL CONNECTICUT STATE COLLEGE
New Britain, Connecticut 06050

Office of the President

March 4, 1982

Dr. Homer D. Babbidge, Jr., President
The Hartford Graduate Center
275 Windsor Street
Hartford, Connecticut

Dear Homer:

Thanks so much for your letter of February 26, 1982, regarding our cooperative efforts in the MSOM Program. I am in complete agreement with the specific points listed in your letter.

We look forward with the greatest of pleasure to the implementation of this unique and significant cooperative program between the Hartford Graduate Center and Central. I am, of course, especially pleased for the opportunity of working with you as our two institutions cooperate in this way.

With best wishes,

Sincerely yours,

A handwritten signature in cursive script, appearing to read "F. Don James".

F. Don James
President

fdj:lp

CONNECTICUT BOARD OF HIGHER EDUCATION
QUESTIONNAIRE FOR LICENSURE OF A PROGRAM IN HIGHER EDUCATION

March 1, 1982

CENTRAL CONNECTICUT STATE COLLEGE
MASTER OF SCIENCE IN ORGANIZATION AND MANAGEMENT
(GENERAL BUSINESS MANAGEMENT OPTION)

1. Purposes and Objectives (see 10-300-11)

- a. State the purpose and objectives of this program in relation to the goals and objectives of the institution. (Be as specific as possible.)
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One of the major purposes of this program is to enable Central Connecticut State College to continue to meet the changing needs and demands of Connecticut citizens who look to this college for the fulfillment of their educational and career needs. Institutional research studies and a review of information provided by the College Entrance Examination Board have revealed that the three most important reasons that such persons seek out Central are the relatively lower costs, availability of particular academic programs, and home residence in geographic proximity to the college.

Another major purpose of this proposed program is to provide an interdisciplinary graduate program in organization and management with an option in General Business Management for persons employed in managerial positions or who aspire to such positions.

Experience at Central Connecticut State College with other graduate level programs has shown that such a program would be most beneficial to students who are already members of the college's distinct clientele and who enroll on a part-time basis. The program should have special appeal to students presently enrolled in other Central graduate programs less relevant to their career needs, recent recipients of Bachelor's Degrees from Central who desire new career opportunities, and persons

presently employed in the industries and businesses in close proximity to the college.

There will be an increasing number of students who need and want this program in the future. The average age of graduate students at Central is thirty years. This fact, coupled with the population projection made by Dr. Merton Honeyman in his report for the Connecticut State Department of Health that the age group 25-39 will increase by twenty-one percent from 1980-1990 in Connecticut, strongly demonstrates the essential role this program could and should play in contributing to the economic well-being of our state and its citizens.

The activities of such diverse segments of our economy as business, industry, education, and government have become so interrelated and interdependent that they need to develop integrated decision-making processes in order to function most effectively. There is a need for well-educated managerial personnel in each of these fields who not only recognize this interdependence, but also are trained in the implementation of such processes in their chosen fields.

As directed by the Connecticut Board of Higher Education planning approval resolution, Central Connecticut State College separated this proposed Master of Science Degree Program in Organization and Management (MSOM) into an initial option in Industrial Management and after consultation with a number of institutions, into a cooperative degree program in General Business Management with The Hartford Graduate Center.

Drawing upon elements of the business and industrial processes, the emerging technological fields, and managerial practices, this interdisciplinary graduate level program is designed to provide advanced educational opportunities in the areas of organization and management for persons who are presently employed in managerial

positions or who aspire to such positions.

To insure that all students participating in the proposed program are able to appreciate and understand the concept of interrelatedness and are able to develop integrated decision-making processes in their own chosen fields, about one-half of the total degree program will be a series of required interdisciplinary core courses. Supplementing these common core courses will be additional courses related directly to an individual student's particular interest and needs.

The increasing need for persons well trained in this awareness of the inter-relatedness of organization and management in all segments of the economy was perhaps best summarized by former Yale President Kingman Brewster on September 13, 1976, at the opening of Yale's new School of Organization and Management when he stated, "In an ever more complicated and highly organized world, executive leadership now demands skills and knowledge of systems and behavior, of private and public policies which cannot be mastered in the course of an undergraduate liberal education."¹ The Central Connecticut State College MSOM program will prepare for managerial positions a body of students whose training reflects the realities of interdependence within the business and industrial communities as well as within the total economic structure.

Central Connecticut State College is uniquely qualified to offer such an interdisciplinary graduate program because of direct experiences with its long-established, well-organized, quality undergraduate degree programs in Business Administration and Business Education, Industrial Technology, Industrial Arts Education, Vocational-Technical Education, Computer Science, and Psychology. In the development and implementation of this proposed graduate program, the resources of these related under-

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Hemming, Jan. "Yale Opens New Breed of Business School," New Haven Register, New Haven, Connecticut, September 14, 1976, p. 36.

graduate programs have been and will continue to be utilized.

Especially significant to the development of the cooperative degree program in General Business Management is the existing Bachelor of Science Degree Program in Business at Central Connecticut State College. This undergraduate Business program is a fully developed, comprehensive program with a special emphasis on business activities. This undergraduate program is the largest such program in Connecticut.

On the graduate level, there appears a gap in the offerings of the total system of higher education in Connecticut. A review of the number of graduate degrees offered by institutions in Connecticut in related fields as contained in a Board of Higher Education staff report revealed that only the University of Bridgeport offers such a specifically interdisciplinary program. Its rather small graduate program, Management and Industrial Relations (HEGIS 0516), awarded only twelve degrees in 1979.

Further, while four other institutions in the BHE report, The Hartford Graduate Center, University of Hartford, University of New Haven, and Yale University, are listed as offering programs under HEGIS 0599, none has the degree of interrelatedness among business, industry, and technology as the proposed MSOM at Central Connecticut State College with its two options.

The paradigm and/or definition of the proposed program can be best provided by referring to the HEGIS statement introducing the old code area which includes 0599:

"Subject field designations which characterize students, faculty, facilities, degree programs, research projects, etc. related to the organization, operation, administration, and control, of private and public organizations."

The new code area (06.9999) still remains relevant:

"A summary of groups of instructional programs that describe the process of purchasing, selling, producing, and interchanging of goods, commodities, and services in profit making and non-profit public and private institutions and agencies."

This proposed Central Connecticut State College program, Master of Science in Organization and Management with an option in General Business Management, is based in concept on these foregoing statements, and in content upon the courses and activities described in the following pages.

Both in concept and in content, the major objectives of this proposed graduate degree program are to provide students with experiences which will enable them to do the following:

1. Understand the economic, social and legal environment in which organizations exist.
2. Conceptualize and analyze problems of management objectively.
3. Develop managerial problem-solving skills such as model building and cost-benefit analysis.
4. Apply new techniques and technologies to their occupational positions and fields.

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- b. State why this program is considered to be an appropriate offering for this institution at this time. Include reference to supporting information such as an institutional master plan.
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Central Connecticut State College exists to serve the people of Connecticut. The philosophy of serving has been the hallmark of this institution since 1849 when the New Britain Normal School was established to train teachers for the schools of Connecticut. Changing needs in Connecticut have caused institutional changes to occur during the long history of the college in order that it be able to respond

effectively to the citizenry. The present and diverse resources and multi-purpose nature of the institution as a comprehensive state college make the fulfillment of this responsibility more possible.

The educational needs of Connecticut citizens continue to change, and this proposed graduate program is another attempt by Central Connecticut State College to adjust its academic offerings in a manner commensurate with these changes.

The efforts to fulfill this philosophical mission of service have taken many forms. In order to serve the citizens of Connecticut as effectively as possible, Central Connecticut State College has been engaged in two major institutional thrusts in the past few years. First, there has been a careful diversification of its on-campus academic offerings as the state's changing economic situation has required. Second, Operation Outreach has been a deliberate and planned effort to extend the beneficial influences of the college's human and physical resources beyond the immediate college student, staff, and faculty community out into the general citizenry of the state.

With careful attention to the college's overall mission of providing high quality, relatively low cost, conveniently accessible educational programs and services for the citizens of Connecticut, this proposed cooperative program offers a significant addition to the college's total program offerings and fills a gap on the graduate level, results in effective and efficient use of professional personnel, and provides appropriate program/project flexibility to respond to individual students. All of this was done for the underlying purposes of meeting the changing needs of students, of assuring program quality, of controlling costs, and of providing the desired services as conveniently as possible.

Central Connecticut State College has long recognized its dual responsibility to all students relative to academic programs. First, through general education and required courses and special projects, coupled with a concern for academic standards, the highest personal development of each student is sought. Second, through a diversified range of specialized career options, the initial preparation of each student for a useful life as a contributing member of society is aided and further enhanced through in-service training opportunities.

In order to achieve the fulfillment of this two-fold responsibility, it has been and will continue to be necessary for Central Connecticut State College to diversify its academic degree program offerings and special projects to keep pace with the changing educational and career goals of students. While Central Connecticut State College now offers 43 different Bachelor's degree programs, 32 different Master's degree programs, and one Sixth Year Professional Diploma, this proposed program will provide some other essential program/project additions and modifications. Central has also developed special spin-off career focuses in some of the existing degree programs which were in direct response to the expressed interests and needs of students and the State of Connecticut. These new and relevant career emphases have been attracting students and have made graduates of Central more "marketable" in the state's economy. The unique combination of general management training and the special focus on the business scene developed into the MSOM with an option in General Business Management augurs well to continue these previous successes.

Through this diverse group of degree programs with their related career options and projects, Central Connecticut State College has been able to serve Connecticut by providing a supply of well-educated and well-trained employees for the businesses,

industries, and agencies in the state; by updating the knowledge and skills of current employees; by using the unique resources of the College for training, research consultation, and public services; and by providing students with the background necessary for entry into advanced levels of preparation for professional careers. In order to continue such service and to broaden its impact on the State of Connecticut, the proposed program should be approved and implemented as readily as possible.

Planning for the changing career needs of students is a process which does not cease at Central Connecticut State College. After a careful study and review of the resources of the College as related to these changing interests and needs of students and the general public, the proposed program was developed. The entire concept along with specific content elements comprise a sincere effort by Central Connecticut State College to use its particular resources in the best interest of Connecticut. Objectively, the Master of Science in Organization and Management with an option in General Business Management, a career program, falls well within the stated legal mission of the Connecticut State Colleges including Central. P.A. 77-573, Sec. 10-325 c., as attached, provides a firm legal foundation and justification for the development of such career programs at the graduate level.

Further and finally, this particular program is listed as a high priority program in the Five-Year Plan prepared by Central Connecticut State College for the Board of Trustees of the Connecticut State Colleges in 1978, and will represent a further stage in the development of the College beyond the teacher training function which prevailed until 1959.

The spirit and manner with which Central has approached the development and sub-

Central Connecticut State College
Master of Science in Organization and Management
(General Business Management Option)

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Sec. 10-325. Staff. Advisory committees. Regulations. Contracts. Section 10-325 is repealed.

(February, 1963, P.A. 330, S. 7; 1969, P.A. 530, S. 2; P.A. 73-423, S. 37, 37; P.A. 77-573, S. 27, 30.)

Sec. 10-325a. Transfer of funds and personnel. Section 10-325a is repealed.

(February, 1963, P.A. 330, S. 8; P.A. 77-573, S. 27, 30.)

Sec. 10-325b. Retirement status of transferred personnel. Section 10-325b is repealed.

(February, 1963, P.A. 330, S. 44; 1967, P.A. 786, S. 2; P.A. 77-573, S. 27, 30.)

Sec. 10-325c. Operation of state institutions of higher education. In addition to other powers granted in the general statutes, authority and responsibility for the operation of the state's public institutions of higher education shall be vested in (1) the board of trustees of The University of Connecticut which shall have exclusive responsibility for programs leading to doctoral degrees and post-baccalaureate professional degrees, (2) the board of trustees of the state colleges which shall have special responsibility for the preparation of personnel for the public schools of the state including master's degree programs and other graduate study in education, and authority for providing liberal arts and career programs at the bachelors, masters and sixth year level, (3) the board of trustees of regional community colleges which shall have responsibility for providing programs, as enumerated in section 10-381, leading, where appropriate, to an associate degree or occupational certificate, (4) the board of trustees of state technical colleges which shall have responsibility for the state technical colleges and programs leading to the degree of associate in applied science and such other appropriate degrees or certificates as are approved by the board of higher education and for such terminal vocational retraining and continuing education programs leading to occupational certificates as are appropriate to a technical college, and (5) the board for state academic awards which shall have responsibility for the award of external degrees and credits earned by examination and by other forms of validation and by evaluation of learning, including transfer of credit; provided the authority of the boards of trustees of The University of Connecticut, the state colleges, the regional community colleges and the state technical colleges to award degrees of the respective institutions shall not be affected.

(P.A. 77-573, S. 16, 30.)

Sec. 10-326. Operation of state institutions of higher education. Board for state academic awards. Section 10-326 is repealed.

(February, 1963, P.A. 330, S. 4; 1967, P.A. 751, S. 10; 1969, P.A. 414, S. 2; P.A. 73-636, S. 4, 6; P.A. 75-100, S. 1; P.A. 77-573, S. 27, 30.)

Sec. 10-326a. Higher education centers. Establishment. Central Naugatuck Valley Region. (a) For the purposes of sections 10-326a to 10-326e, inclusive, "higher education center" means a facility planned and constructed for the concurrent and cooperative use of two or more institutions of the state system of higher education. Subject to the provisions of section 4-26b the board of higher education shall establish higher education centers at such locations as shall be approved by the general assembly, shall arrange for the planning and equipping of the physical plant thereof, utilizing existing facilities, where appropriate, shall authorize the utilization of bond proceeds, for purposes approved by the board of higher educa-

mission of this proposed graduate career program can best be expressed by a quotation from the recently completed report of the Education Planning Committee sponsored by the Board of Education, Board of Higher Education, and the Office of Policy and Management of the State of Connecticut. On Page 5 of that report, Educating for Employment, the committee states:

"Despite numerous examples of positive responses by educators to labor market needs, the number of persons trained to fit many job specifications is often limited and insufficient. More comprehensive and systematic educational strategies are required to satisfy labor needs while simultaneously educating Connecticut citizens for their social and personal, as well as economic, well-being. The problem is complex and finding solutions is not exclusively within the province of education. Educators, in conjunction with business, government, and community agencies, must look critically to those aspects of the situation over which each has control and responsibility and decide on the best ways in which they can direct their resources to meet demonstrated needs."

The proposed program is necessary for Central to fulfill its mission and to respond actively to the directives included in this statement.

2. Administration (see 10-330-12)

- a. How were the program plans developed and approved? Give the dates of approval by the institution and the governing board.
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Inspired by numerous requests and inquiries from currently enrolled and prospective students concerned with graduate level educational programs in organization and management, Central Connecticut State College, under the leadership of Dr. F. Don James, President, and Dr. H. B. Jestin, Vice-President for Academic Affairs, organized an

on-campus planning committee made up of Dr. Allan C. Erickson, the Dean of the Graduate School, and the Dean of the School of Business, the Dean of the School of Technology, the Director of Research, and the Assistant to the Academic Vice President. This committee, with direct in-put from faculty members from Central's Schools of Business and Technology and outside consultants, initially developed plans for this program in 1978. Since the inception of the idea for the MSOM program much of the initiative for its development came from the students themselves. They completed studies which determined the real and potential student interest in the program. Throughout these initial steps and throughout the entire program approval process, this committee has worked cooperatively and closely with Dr. Thomas A. Porter, Executive Officer for Academic and Student Affairs of the Board of Trustees for the Connecticut State Colleges and Dr. Donald H. Winandy, Director of Planning and Academic Affairs for the Connecticut Board of Higher Education (BHE).

The official BHE Application for Planning Approval underwent several carefully considered reviews and revisions. On May 7, 1979, the Central Connecticut State College Faculty Senate approved the concept of the College's adding this program to its curricular offerings.

On October 5, 1979, the Board of Trustees for the Connecticut State Colleges officially approved the submission by Central Connecticut State College of "a program proposal leading to a Master of Science Degree in Organization and Management to the Board of Higher Education for planning approval". This action was in the form of a Board of Trustees resolution (BR #79-129).

On June 10, 1980, Dr. Thomas A. Porter on behalf of the Board of Trustees for the Connecticut State Colleges and Central Connecticut State College, officially requested planning approval for the Master of Science Degree in the field of Organi-

zation and Management to be presented at Central. In the packet of materials transmitted directly to Dr. Donald H. Winandy by Dr. Thomas A. Porter at that time, were included the following items:

- (1) Application Summary
- (2) Application for Planning Approval
- (3) Board of Trustees' Resolution authorizing request for planning approval, and
- (4) Twenty-six (26) letters of support for the program from representatives of the business and industrial communities of Connecticut.

Subsequent to June 10, 1980, several meetings, telephone conversations, and other discussions were held among college personnel, BHE staff, and other interested parties. Additional information was provided to the BHE staff and on December 18, 1980, the Board of Higher Education passed a resolution (80-P29-S) which granted planning approval to Central Connecticut State College for a master's level program in Industrial (Technical) Management and which suggested that an effort be made to develop a joint or cooperative degree program in general business management with another institution already offering a graduate program in that area.

On January 22, 1981, in a telephone conversation with Dr. Donald H. Winandy, Central Connecticut State College was informed that we could utilize the Connecticut State College format which was approved by the SCA on November 21, 1977, in the preparation of the full licensure proposal. This licensure for a Master of Science in Organization and Management with an option in Industrial Management was so developed and transmitted to the BHE by Dr. Thomas A. Porter on February 26, 1981. During this same period initial efforts to develop a cooperative degree program in general business management were put forth.

On March 13, 1981, the BHE Standing Committee on Accreditation determined that the master's degree program in Industrial (Technical) Management would be evaluated (for licensure) while plans for the cooperative general business management program were to be developed further.

Since that time, numerous contacts between college personnel and BHE staff have occurred with the resulting request that the program proposals for these two options be provided in this revised Questionnaire "D" format.

On June 12, 1981, the Board of Trustees for the Connecticut State Colleges passed a resolution as follows:

"Resolved, That under the authority granted the Board of Trustees in Chapter 164, Section 10-109 and Chapter 178, Section 325c of the General Statutes, Central Connecticut State is authorized to seek licensure evaluation from the Board of Higher Education for a program leading to a Master of Science in Organization and Management."

Finally on December 11, 1981, four outside Evaluators, previously approved by the BHE, spent the entire day on the Central Connecticut State College campus for the purpose of evaluating the proposed MSOM-Industrial Management Option.

We were pleased that this Evaluation Committee, in its December 31, 1981 Evaluation Report, judged that the faculty and other available resources of the College, along with the needs of the region being served, are such to justify its recommendation to the Board of Higher Education that Central Connecticut State College be granted licensure for the Degree of Master of Science in Organization and Management-Industrial (Technical) Management Option. The committee also strongly supported the implementation of the program in 1982.

Concerning the curriculum of the MSOM-Industrial Management Option, the Evaluation Committee endorsed the concept of the course organization into core courses

supplemented by restricted and directed electives. The five required core courses as recommended by this committee are incorporated into this MSOM-General Business Management Option and appropriate restricted and directed electives have been developed for this proposed option and are described later in this questionnaire.

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- b. Who is directly responsible for the administration of the program and supervision of its faculty?
-

The effective administration of any interdisciplinary program is especially essential to its successful implementation, to the offering and teaching of the most appropriate courses, and to the counseling of individual students in the program. Accordingly, while the Dean of the Graduate School will be ultimately responsible for such overall administration, he will be assisted by the Deans of Schools involved in any direct ways. They will be primarily concerned with the courses and faculty members from their Schools.

Administrative Organization

Overall Administration

Allan C. Erickson, Ed.D., Michigan State University, Dean of the Graduate School

Specific Administrative Areas (Assist Dean of the Graduate School)

William R. Brown, Ph.D., Harvard University; Dean of the School of Arts and Sciences

Joseph W. Duffy, Ph.D., New York University; Dean of the School of Technology

Robert L. Minter, Ph.D., Purdue University; Dean of the School of Business

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- c. List (1) any accrediting agencies which already have accredited the institution and (2) any accrediting agency to which you plan to apply for program accreditation.
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On the undergraduate level, Central Connecticut State College now has the authority to offer programs which lead to the Bachelor of Science, Bachelor of Arts, and Bachelor of Fine Arts degrees. These degrees are awarded in such general fields of study as teacher education, the liberal arts and sciences, business, industrial technology, and computer science.

On the graduate level, Central now has the authority to offer programs which lead to the Master of Science and the Master of Arts degrees. These degrees are awarded in such general fields of study as teacher education and the liberal arts and sciences.

All of these programs, as well as the institution itself, are fully accredited by the New England Association of Schools and Colleges, the region's accrediting agency. The date of the last reaccreditation visit and review by this agency for Central Connecticut State College was 1978.

In addition, the teacher education program is fully accredited and approved for certification purposes by the National Council for the Accreditation of Teacher Education and the Connecticut State Board of Education. The most recent review of programs at Central Connecticut State College by these two agencies was also 1978.

Central does not plan to apply for program accreditation for this particular program through any accrediting agency other than the Connecticut Board of Higher Education. This accreditation process will follow the licensure period and will be conducted through the regularly required BHE procedures.

3. Finance (see 10-330-13)

- a. Describe the amount of financial support committed to the program by the administration and trustees. Indicate the date(s) these funds will be available.
-

The resources of the entire institution will be available for this program. Of special significance are the Elihu Burritt Library with its 344,418 volumes, 56,247 bound volumes of periodicals, 1,600 current subscriptions, 73,360 microforms, 4,211 audiovisual materials, and 37,565 government documents; The Stanley Works Center for Free Enterprise, located on campus, seeks among other goals, to increase the library holdings directly related to the business function in our society through direct financial support. Its most recent contribution was \$3,000; the School of Technology with its well-equipped laboratories and classrooms; the School of Business with its accounting, marketing, and business machine facilities and classrooms; and the on-campus Computer Center.

The geographic location of Central Connecticut State College is a definite asset. It has enabled us to draw upon the region's supply of outstanding managerial leaders from both the business and industrial communities to serve upon the Citizens Advisory Committee to the School of Technology and a similar group for the School of Business.

Since most of the students enrolled in the proposed program will be part-time evening students, these foregoing resources will be readily available to them without undue competition from the day college students.

The resources are available. The limited enrollment and the individual counseling of participating students will bring students and resources together in a way to enhance the proposed program's ability to serve students most effectively.

In addition to the foregoing information about available resources for the proposed program, it is important to note the attached "New Program Fiscal Impact Statement" which describes the resources which need to be made available in order to assure that the initial high quality of the program is maintained. This statement further illustrates the serious commitment of the college to the successful imple-

mentation and operation of this program.

Please see the attached "New Program Fiscal Impact Statement". This statement contains specific cost figures for the first three years of the proposed program. Since the interdisciplinary nature of the program will cause many of the already available college resources to be utilized, it is difficult to separate cost items related only to this program. However, a knowledge of the new expenditures caused directly by the implementation and operation of the program can place the additional cost of it into a meaningful perspective.

	<u>Costs</u>	<u>Income from Tuition</u>
First Year	\$9,000	\$41,700
Second Year	6,000	53,650
Third Year	30,000	71,450

No appreciable capital costs will be associated with the operation of this program since most of the required equipment and all of the necessary buildings are already available.

In summary, the implementation and continuation of this program as primarily a part-time Extension College operation will result in the college's obtaining more income from student tuition than the actual costs of operation.

-
- b. Complete a Fiscal Statement form provided and make it available to staff and the Board.
-

Please see attached completed Fiscal Statement form.

FISCAL IMPACT STATEMENT

Proposed New Academic Program: MSOM: Option in General Business Management
 Institution: Central Connecticut State College

<u>ESTIMATED NEW EXPENDITURES</u>	<u>Year 1</u> <u>1982-83</u>	<u>Year 2</u> <u>1983-84</u>	<u>First Year of</u> <u>Full Operation</u> <u>1984-85</u>
Personnel (Faculty and Support)			
Full-time Positions			
Number	0	0	1
Salaries - General Fund	0	0	\$24,000
Salaries - Extension Fund	0	0	0
Part-time Positions			
Number	.5 FTE	.5 FTE	.5 FTE
Salaries - General Fund	0	0	0
Salaries - Extension Fund	\$6,000	\$6,000	\$6,000
Other Expenses			
General Fund	0	0	0
Extension Fund	0	0	0
Equipment (incl. Library Books)			
General Fund	0	0	0
Extension Fund	\$3,000	0	0
TOTAL NEW EXPENDITURES			
General Fund	0	0	\$24,000
Extension Fund	\$9,000	\$6,000	6,000
<u>ESTIMATED REVENUE AND ENROLLMENT</u>			
Projected Enrollment (Headcount)			
Full-time Students	15	20	25
Part-time Students	90	115	155
Income from Students			
General Fund Tuition	\$6,600	\$8,800	\$11,000
Extension Fund Fees	\$35,100	\$44,850	\$60,450
Funds Available from Other Sources (federal, private, corporate foundation, etc.)			

USE OF CURRENT RESOURCES (If plans include the use of current faculty and resources, please explain on this sheet or attachment if necessary.)

This program will share with the Master of Science in Organization and Management: Industrial Management option, a common core of courses and a limited number of restricted electives. The pre-existing commitment to the first option of the MSOM permits the addition of a second option with little significant expenditure except for the instructional cost of discrete courses for students in the General Business Management option.

4. Faculty (See 10-330-14)

- a. List the name, title and qualifications for each person involved in the program, including degrees with areas of specialization, institutions at which degrees were earned, pertinent experience, and professional publications.
 - b. For each vacant or proposed position, provide title, position, qualifications and proposed date of appointment.
-

The following Staffing Plan for the Master of Science in Organization and Management contains a list identifying a resource pool of twenty-three faculty members who can teach specific courses in the first few years of the program as part of their regular teaching assignments.

CENTRAL CONNECTICUT STATE COLLEGE
STAFFING PLAN FOR THE
MASTER OF SCIENCE IN ORGANIZATION AND MANAGEMENT
(GENERAL BUSINESS MANAGEMENT OPTION)

The basic curriculum for the Master of Science in Organization and Management at Central can be taught by part-time lecturers holding appropriate qualifications, by full-time faculty who would be replaced by part-time faculty for a portion of their teaching assignment, or by a combination of the two. Although every effort will be made to find appropriate qualified faculty on a part-time basis from the world of business and industry, it can be shown that Central at present possesses full-time faculty members who are eminently capable of teaching the basic core courses in the Program.

OMC 500: The Role of Management in Contemporary Society.
Patricia B. Sanders, Ph.D., University of Connecticut; Assistant
Professor of Business Administration

- OMC 501: Simulation of Management Systems
Lennard Lema, M.S., Central Connecticut State College;
Assistant Professor of Industrial Technology
- OMC 502: Human Relations and Behavior in Complex Organizations
Andrew W. Baron, Ed.D., University of Maryland; Professor
of Industrial Technology, or
James P. Kiehl, Ed.D., SUNY, Albany, Training Coordinator,
Fafnir Bearing Division of Textron, or
Edward J. Maydock, M.B.A., Columbia University; Assistant
Professor of Industrial Technology
- OMC 510: Accounting and Control
David E. Loss, C.P.A./M.B.A., Northeastern University;
Professor of Accounting
- OMC 525: Managerial Economics
James C. Loughlin, Ph.D., Clark University; Professor of
Economics, or
Ki-Tai Pae, Ph.D., University of Connecticut; Associate
Professor of Economics

It should also be noted that the "New Program Fiscal Impact Statement" attached to this questionnaire contains a provision for the hiring of an additional faculty member for the third year (1984-1985). This person will be selected on the basis of program needs at that time.

Instructional Staff for Elective Courses

- GBM 510: Business Applications of Computers
Earl E. McCoy, M.S., University of Alabama; Professor of
Marketing, or
Allan C. Milsop, M.B.A., University of Hartford; Assistant
Professor of Administrative Science
- GBM 511: Advanced Marketing Management
Dwight Scherban, M.B.A., University of New Haven; Assistant
Professor of Marketing
- GBM 512: Management Communications/Technical Writing
George F. Claffey, Ed.D., Indiana University; Assistant
Professor of Business Education
- GBM 513: Operations Research
Wharton P. Hinds, M.S., New York University; Assistant
Professor of Administrative Science

- GBM 520: Human Resource Management
Patricia B. Sanders, Ph.D., University of Connecticut;
Assistant Professor of Business Administration, or
Michael J. Leahy, M.B.A., Bryant College; Assistant
Professor of Administrative Science, or
Robert L. Minter, Ph.D., Purdue University; Dean, School
of Business; Professor of Management
- GBM 521: Organizational/Group Behavior
Patricia B. Sanders, Ph.D., University of Connecticut;
Assistant Professor of Business Administration
- GBM 522: Marketing Information Systems
W. Maxine Buxman, Ed.D., University of Massachusetts;
Associate Professor of Marketing
- GBM 523: Buying Behavior and Consumerism
William R. Lowry, Ph.D., University of Massachusetts;
Professor of Marketing
- GBM 524: International Marketing
Edward R. Astarita, M.S., Columbia University; Assistant
Professor of Marketing
- GBM 525: International Financial Management and Reporting
Paul Romanelli, C.P.A./M.S., University of Rhode Island;
Assistant Professor of Accounting
- GBM 526: Managerial Finance/Accounting
Allan C. Milsop, M.B.A., University of Hartford; Assistant
Professor of Administrative Science
- GBM 527: Seminar in Current Accounting Theory and Principles
William Ellis, C.P.A./J.D., University of Connecticut;
Assistant Professor of Accounting, or
Harlan Shakun, M.S., University of Hartford; Assistant
Professor of Accounting
- GBM 528: International Management
Edward R. Astarita, M.S., Columbia University; Assistant
Professor of Marketing
- GBM 529: Office Information Processing Systems
Faculty assignment not yet determined
- GBM 540: *Strategic Planning for Business
William J. Ferguson, M.B.A., University of Connecticut;
Assistant Professor of Administrative Science

5. Curricula and Instruction (see 10-330-15 and the Statement on Crediting Experiential Learning)

- a. (1) Give the number, title and a narrative description for each course in the proposed program, noting which courses are new. Include sufficient detail in course descriptions so that content and level are clear, or attach appropriate and referenced excerpts from the catalog.

This proposed program is interdisciplinary in nature and will utilize Central's resources and those of The Hartford Graduate Center as deemed appropriate. Therefore, it is essential that one administrative officer, Dean of the Graduate School, be responsible for organizing and supervising the various elements for instruction. To assure the quality and cost effectiveness of the program, this Dean will be responsible for the development of intra and inter-institutional cooperative relationships.

Drawing upon personnel and expertise from the Schools of Business, Technology, and Arts and Sciences, the following courses have been organized into a 36 semester hour graduate program leading to a Master of Science in Organization and Management (MSOM) with an option in General Business Management.

A core of 15 semester hours will be required of all students in the program. This core is significantly oriented toward the managerial process. Beyond that core, the remaining hours -- normally 21 semester hours (combination of restricted and directed electives) -- will be prescribed by each student's advisor, who will be a full-time member of the faculty of the School of Business. As deemed appropriate by the student's faculty advisor, two of the restricted electives (6 credit hours) will be assigned by the advisor with a view to strengthening the candidate's capabilities.

Remaining courses will be drawn from 400 and 500 level courses offered by the College in the Directed Elective category (15 credit hours). Courses will be selected so as to provide the greatest career opportunity for the individual student. As deemed appropriate by the student's faculty advisor, some courses may be taken at The Hartford Graduate Center.

All of the Core Courses, Restrictive Electives and Directed Electives are new graduate offerings which have been specifically designed as appropriate parts of the proposed program. Other directed electives may be taken from other college offerings as approved by each student's faculty advisor.

Occasionally abbreviations will be used when referring to courses: "OMC" will refer to Organization and Management courses in the core; "GBM" will refer to general business management courses that will be in the Restricted and/or Directed Elective categories.

MSOM: Curriculum

Core Courses (15 semester hours):

OMC 500: The Role of Management in Contemporary Society

The Study of American industry in its social and political environment. Topics include the structural characteristics and philosophical foundations, ethics, and issues of social responsibility in American business and industry.

OMC 501: Simulation of Management Systems

Prereq.: Introductory Statistics or Computer Science. Systems approaches to operations and production planning, production control, forecasting, and inventory and quality control.

OMC 502: Human Relations and Behavior in Complex Organizations

Prereq.: Principles of Management. Analysis of human relations in industrial organizations, including motivation, corporate processes, communication, and power.

OMC 510: Accounting and Control

Prereq.: Principles of Accounting or equivalent. The utilization of accounting data in the determination of management alternatives. Topics include analysis of financial reports and budgeting.

OMC 525: Managerial Economics

Prereq.: Principles of Economics or equivalent. The application of economic analysis to business and industrial problems and management policy. Topics include the application of various economic theories and the role of modern business and industry in the contemporary economy.

RESTRICTED ELECTIVES: (two of the following must be completed:
6 semester hours)

GBM 503: Legal Aspects of Business and Industrial Organizations

A study of the effects of the legal system on managerial decisions. Topics include the legal framework of collective bargaining, anti-trust regulations, OSHA, affirmative action, and other government laws and regulations.

GBM 510: Business Applications of Computers

Prereq.: Introduction to Computer Science or equivalent. The use of the computer as a business tool. Topics include writing and running programs concerning the analysis of business problems.

GBM 511: Advanced Marketing Management

A graduate treatment of decision problems faced by marketing managers and how to resolve them with current available tools.

GBM 512: Management Communications/Technical Writing

An advanced study of technical report writing techniques including the research sources, organizations and presentation of information in the modern business environment.

GBM 513: Operations Research

Prereq.: Calculus. A study of the application of quantitative techniques to managerial problems.

GBM 598: Research Analysis and Problem-Solving Techniques in Management

Prereq.: Introductory Statistics. Analysis of information requirements, data inputs, information communications in modern organizations, and management use of information systems.

DIRECTED ELECTIVES: At least five courses (15 semester hours) from the following must be completed. An asterisk identifies a required elective in this area that will be part of the 15 hour Directed Elective requirement.

GBM 520: Human Resource Management

Presentation of various management philosophies and policies concerning the utilization of this resource area; topics include the selection, development and motivation of personnel.

GBM 521: Organizational/Group Behavior

A study of organizational and intergroup relations, problems and understanding of theory and techniques used in forecasting, analyzing and solving behavioral problems in organizations.

GBM 522: Marketing Information Systems

A graduate approach to marketing information flow, designed to help marketing managers in their decision making (includes reviews of marketing research techniques).

GBM 523: Buying Behavior and Consumerism

A dual examination of buyer behavior models and the consumerist movement. A study of responsibility of business to the consumer and to society.

GBM 524: International Marketing

An examination of the strategies and principles used to research and develop international markets.

GBM 525: International Financial Management and Reporting

Prereq.: OMC 510, Accounting and Control. A review of international financial reporting practices and study of the financial management problems facing firms doing business on an international scale.

GBM 526: Managerial Finance/Accounting

Prereq.: OMC 510, Accounting and Control. A comprehensive study of the application of accounting and investment principles to the financial function in the modern firm. Includes performance measures, budgeting and long-range planning.

GBM 527: Seminar in Current Accounting Theory and Principles

Prereq.: OMC 510, Accounting and Control. Advanced topics in contemporary accounting theory.

GBM 528: International Management

Focuses on the overall operations of international business and the resultant managerial problems.

GBM 529: Office Information Processing Systems

Planning, implementation, operation, and management of various office automation systems including word processing, electronic mail, reprographics, facsimile, and others.

GBM 540: *Strategic Planning for Business

This seminar will be a capstone experience for students. The seminar will employ philosophies and techniques of earlier courses from various disciplines resulting in an analysis and development of strategic business plans.

Students will be permitted to cluster their courses around a single theme provided the sub-specialization is specifically business or management. The MSOM degree program is in no way intended to permit students pursuing an option in General Business Management to specialize in Industrial Management programs such as Industrial Safety or Technology, although directed electives in such areas may

be approved when appropriate to a student's career objective.

An example of such a cluster program might be:

Core requirements:	15 semester hours
Restricted Electives:	6 semester hours
Directed Electives: (At least two courses on the 500 level - see list above.)	15 semester hours

Any three courses as deemed appropriate by the student's advisor:

GBM 520: Human Resource Management
GBM 524: International Marketing
GBM 525: International Financial Management and Reporting
GBM 528: International Management
GBM 529: Strategic Business Planning

36 semester hours

-
5. a. (2) Describe the course numbering system.
-

The course numbering system at Central Connecticut State College has been developed to identify course level and the eligibility of students to enroll in such courses.

<u>Course Numbers</u>	<u>Course Level</u>	<u>Student Eligibility</u>
1-99	Non-Credit Courses	As appropriate
100	Search Courses	Open only to undergraduate students eligible for the new General Education Program
101-199	Freshman	Normally open to freshmen; and, in general, to all undergraduates
200-299	Sophomore	Normally open to sophomores; and, in general, to all undergraduates
300-399	Junior	Normally open to juniors; and, in general, to all undergraduates
400-499	Senior	Normally open to all seniors; and, in general, to juniors, seniors, and graduate students. Graduate students enrolling in such courses are required to complete additional course work emphasizing required projects in research and writing
500-599	Graduate	Exclusively for graduate students
600-699	Graduate	Exclusively for graduate students

5. a. (3) Indicate the required or "core" courses and those courses from which electives may be selected. Stipulate the number of courses or hours and their distribution required to complete the program.
-

(Please see previous pages for course descriptions.)

Core Courses - Five Courses Required -	15 S.H. Credit
Restricted Electives - Two Courses Required -	6 S.H. Credit
Directed Electives - Faculty Advisor will pre- scribe five courses as ap- propriate to student's under- graduate background and his career goals	15 S.H. Credit
Program Total	<u>36 S.H. Credit</u>

The Master of Science Degree in Organization and Management -- whether it is intended only for students in Industrial Management or General Business Management or whether it is intended to have potentially broader application -- is predicated on the premise that good management principles are essentially the same in business, industry, education and public service. The college, therefore, reaffirms that the core curriculum is appropriate even though this request for licensure is a request only for an MSOM with an option in General Business Management.

-
- b. How do the institution's policies regarding transfer of credit, credit by examination or crediting experiential learning and noncollegiate sponsored instruction apply to this program?
-

Please see the attached statement below related to Transfer Credit policy for graduate students in this and all other graduate programs at Central Connecticut State College (taken from Page 17, 1980-1982 Graduate Catalog).

Transfer Credit

All credit presented for transfer must show an earned grade of B or better and must be related to the student's planned program of study. The student must complete at least 15 semester hours of which a minimum of 6 must be in the area of specialization at Central Connecticut State College to receive a degree from this institution.

There is no limitation on transfer credits from other Connecticut state colleges. Transfer credits from other accredited colleges are limited to 9 hours. Any combination of state college or private college or university credits is also limited to 9 hours.

After admission to graduate study, a student must obtain prior approval in writing for courses to be transferred. Such approval must be on recommendation of the student's advisor. The student is responsible for transcript of grades being sent to the Dean of the Graduate School.

At the present time, there does not exist any means through which a student can obtain credit for courses in this program on the basis of credit by examination or crediting experiential learning and noncollegiate sponsored instruction.

c. Indicate any requirements and arrangements for clinical affiliation, internships, and practica or work experience. Describe how these will be administered and furnish the following assurances:

- (1) The courses of the program, and the related clinical or work experience, have been articulated with appropriate credits assigned.
- (2) The institution has or will have a qualified staff coordinator for the program before its inception.
- (3) The institution will provide appropriate arrangements for student work experience.
- (4) The work activities of the students will be structured by the college as an educational experience with supervision, teaching and evaluation under the control of the college.
- (5) Agreements or contracts exist between the college and the agency in which the students will receive their practical experience.
- (6) Appropriate procedures have been established which the college will use for the evaluation of students.

Internships and practica or work experience are not a required part of this program. However, since most of the students will be employees in area firms, efforts

will be made in all program activities, classes, study projects, etc. to demonstrate direct relationships between these and the student's own experiences in the "world-of-work". Any off-campus experiences will be considered supplementary and not carry any course credit. The student's own faculty advisor will provide professional direction to any such supplementary activities. It is agreed, however, that considering the background and needs of individual students, a capstone experience involving some degree of independent study should be part of the curriculum. Such an experience, as part of the curriculum should afford an opportunity for the student to formulate an implementable action plan for dealing with a particular management problem appropriate to his/her option under the MSOM for General Business Management students the Strategic Planning course* listed with the directed electives will provide this opportunity.

6. Resource Centers and Libraries (see 10-330-16)

- a. What library and other learning resources are available at the institution or elsewhere which support the program? Describe the accommodations in terms of study space, professional assistance and time schedule of availability.
-

As stated previously, the resources of the entire institution will be available for this program. Of special significance are the Elihu Burritt Library with its 344,418 volumes, 56,247 bound volumes of periodicals, 1,600 current subscriptions, 73,360 microforms, and 4,211 audiovisual materials, and 37,565 government documents; The Stanley Works Center for Free Enterprise, located on-campus, seeks, among other goals, to increase the library holdings directly related to the business function in our society through direct financial support; its most recent contribution was

\$3,000; the School of Technology with its well-equipped laboratories and classrooms; the School of Business with its accounting, marketing, and business machine facilities and classrooms; and the on-campus Computer Center*.

*Computer Facilities

The College has adequate or better computer facilities for instructional purposes appropriate to the degree program.

1. The College possesses two DEC-PDP-1170 computers. Approximately half the capacity is committed to academic purposes, and there are at present 25 inter-active terminals for academic use. This number will be increased within a year.
2. The College has access to the University of Connecticut IBM 370-168 by remote batch entry.
3. The School of Technology has four free standing computers for its own instructional purposes, three HeathKit micro-computers and one Data General mini-computer.
4. The School of Business recently purchased an Apple micro-computer.
5. The College has acquired a number of additional terminals for general student use.
6. The College is negotiating with State authorities for the replacement of one of our PDP's with a computer which would possess double the capacity of PDP 1170.
7. Purchase orders have been placed this semester for computer assisted manufacturing equipment, graphics design equipment, and software totaling \$37,000.
8. The position of an Academic Computer Programmer to assist faculty in all appropriate instructional areas will be filled in the Spring Semester.

The geographic location of Central Connecticut State College is a definite asset. It has enabled us to draw upon the region's supply of outstanding managerial leaders

from both the business and industrial communities to serve upon the Citizens Advisory Committee to the School of Technology and a similar group for the School of Business.

Since most of the students enrolled in the proposed program will be part-time evening students, these foregoing resources will be readily available to them without undue competition from the day college students.

Finally, negotiations for the establishment of the cooperative graduate level program in General Business Management (MSOM-GBM option) between Central and The Hartford Graduate Center are currently underway. When these negotiations are completed in the near future, additional related and appropriate faculty resources, equipment, and facilities at The Hartford Graduate Center will become readily available to faculty and students in the total MSOM program at Central.

The resources are available. The limited enrollment and the individual counseling of participating students will bring students and resources together in a way to enhance the proposed program's ability to serve students most effectively.

Some additional information about Central's School of Business is now provided because it reflects directly upon the adequacy of resources available to the students to be enrolled in the General Business Management option of the Master of Science in Organization and Management.

The School of Business was initially established as the Department of Business Administration in 1965. Broadening of its course offerings and programs led to the establishment of the Division of Business in 1967. In 1972, the Division of Business became the School of Business with its own administrative leader (Dean of the School of Business). The School now has the largest undergraduate enrollment of any School of Business in Connecticut. A review of the full-time undergraduate enrollment of majors and degrees awarded figures will reveal the size and stability of this orga-

nization. Figures for Business Teacher Education program are not included.

Full-time Undergraduate Enrollment of Majors in Business

Fall of:	<u>1975</u>	<u>1976</u>	<u>1977</u>	<u>1978</u>	<u>1979</u>	<u>1980</u>	<u>1981</u>	<u>(1981 part-time)*</u>
	1809	2006	2144	2098	2196	2222	2306	1492

(*In addition, large numbers of students matriculate in programs in business on a part-time basis.)

Bachelor's Degrees Awarded in Business

Spring of:	<u>1975</u>	<u>1976</u>	<u>1977</u>	<u>1978</u>	<u>1979</u>	<u>1980</u>	<u>1981</u>
	372	404	424	491	471	532	514

Housed primarily in Maria Sanford Hall, the School of Business has fine facilities including modern classrooms, office machines laboratories, and direct access to the college's computer center. The School currently has 45 full-time faculty and 64 part-time faculty on its staff.

The following summary provides some further information about the School of Business.

Programs in: Accounting, Business Administration, Business Education, Data Processing, Finance, Management, Marketing, Office Systems, Retailing, Sales, Secretarial Services, and Word Processing.

Develops programs in conjunction with an Advisory Committee of business leaders. Places students in junior/senior years in area financial/accounting/insurance firms under Cooperative Education programs of the College.

Enrolls 42 percent of those undergraduate full-time students who have designated a major. High placement of graduates in banking, insurance, and accounting institutions. Annually awards more than 500 degrees in business; 91 percent placement of graduates.

The School has student chapters or affiliations with the American Marketing Association, American Management Society, Distributive Education Clubs of America, specialized clubs in retailing, computer science and accounting; and honor society chapters: Alpha Beta Sigma, Phi Beta Lambda, Beta Mu Pi and Delta Pi Epsilon.

- b. Report as accurately as practicable the number of volumes, periodicals and other materials, by subject area, which directly support the program.
-

Number of Books in the Library by Subject

Accounting	862	
Finance	400	
Management	407	
Marketing	550	(Data Processing 1,044)

- c. Provide a representative listing of periodical literature in the library which will support the program.
-

BUSINESS - PERIODICALS

ACCOUNTING

Accounts Digest
Accounting Review
C.P.A. Journal
Connecticut C.P.A.
GAO Review
Government Accounts Journal
International Journal of Accounting (Education and Research)
Journal of Accountancy
Journal of Accounting Research
Practical Accountant
Woman C.P.A.

BANKING & FINANCE & INVESTMENTS

American Bankers Assoc. ABA Journal
Bank of Nova Scotia-Monthly Review
Credit Union Magazine
Economic Indicators
Economic Review (Federal Reserve Bank of Kansas City)
Federal Home Loan Bank Board. Journal
Federal Reserve Bank of New York. Quarterly Review
Federal Reserve Bank of St. Louis. Review
Federal Reserve Bulletin
Federal Tax Guide Reports
Finance and Development
Financial Analysts Journal
Financial World
Internal Revenue Bulletin
International Financial Statistics
International Monetary Fund. IMF Survey
International Monetary Fund. Staff Papers
Journal of Commerce
Journal of Finance
Lloyds Bank Review
National Tax Journal
Savings Bank Journal
Statistical Bulletin (Securities and Exchange Commission)
Sumitomo Bank Review
Treasury Bulletin
Wall Street Journal

BUSINESS AND INDUSTRY

ABCA Bulletin
ARAMCO World Magazine
Barron's
Broadcasting
Business American
Business Conditions Digest
Business History Review
Business Horizons
Business Periodicals Index
Business Today
Business Week
CBIA News
Changing Times
Columbia Journal of World Business
Consumer Reports
Consumers' Research Magazine
Construction Review
Dun's Review and Modern Industry

Central Connecticut State College
Master of Science in Organization and Management
(General Business Management Option)

BUSINESS AND INDUSTRY (continued)

Dupont Context
Economic Indicators
Editor and Publisher
Europe
Forbes
Fortune
Harvard Business Review
International Economic Indicators and Competitive Trends
Journal of American Insurance
Journal of Business
Journal of Business Communication
Journal of Regional Science
Journal of Systems Management
Kiplinger Florida Newsletter
Kiplinger Washington Newsletter
Lamp
MSU Business Topics
Nations Business
New England Economic Review
New England Journal of Business and Economics
Overseas Business Reports
QST
Quarterly Review of Economics & Business
Sun Magazine
Survey of Current Business
Training
Venezuela Up-To-Date

LABOR AND INDUSTRIAL RELATIONS

AFL-CIO American Federationist
Connecticut Labor Department Monthly Bulletin
Current Wage Developments
Employment and Earnings
Industrial and Labor Relations Review
Labor Law Journal
Monthly Labor Review
Personnel Journal
Viewpoint

MANAGEMENT

Academy of Management Journal
Administrative Management
Administrative Science Quarterly
Management Review
Personnel
Personnel Journal

MANAGEMENT (continued)

Production and Inventory Management
Sales and Marketing Management
Training

COMMERCE AND TRADE

Direction of Trade
Direction of Trade. Annual Supplement
Soviet Export

MARKETING

Advertising Age
Communication Arts
Industrial Marketing
Journal of Marketing Research
Journal of Retailing
Public Relations Quarterly
Specialty Salesman
Stores

-
- d. List any new learning materials which will be added for the program.
Indicate when they will be available for student and faculty use.
-

The large, spacious, modern on-campus Elihu Burritt Library is administered by both a Director and Assistant Director of Library Services who along with a full-time staff of fifteen professionally trained librarians will offer direct assistance to all students and faculty associated with this program. The services and materials will be available during the day and in the evening. Study stations and duplicating machines are also readily available. Elihu Burritt Library is in close proximity to Maria Sanford Hall, which houses the School of Business.

As indicated in the Fiscal Impact statement, specific amounts of funds have been designated for this program to ensure continuous growth of the library collection. It should be noted that participating faculty members will be involved in the

selection process for resources as it is they who will be most aware of program needs as the program is implemented and progresses.

7. Admission, Student Personnel, and Graduation Policies (see 10-330-17)

- a. Describe the admission requirements for the program, the policies and requirements for academic achievement to remain enrolled in good standing, and the requirements for graduation. Note any differences from general institutional policies.
-

Central Connecticut State College is aware that the quality of any graduate program is directly related to the academic abilities, achievements, and potential of those students who are admitted. As with all other graduate programs at Central, the applicants seeking admission to the MSOM with an option in General Business Management will be subject to the regulations and procedures found on the attached pages from the 1980-1982 Central Connecticut State College Graduate Catalog.

In addition, because there may be more applicants for the proposed MSOM with an option in General Business Management program than the limited enrollment spaces, the Director of Admissions of the Graduate School will prepare "admission packets" for each applicant who meets the minimum requirements and is, thereby, eligible for admission to the program. A committee comprised of the Dean of the Graduate School and the three Academic Deans, or their designees, will review all applications and recommend to the Director of Graduate Admissions those persons whose previous records and career aspirations would tend to indicate that they would gain the most from and contribute most to the program. Others would be put on a waiting list. This procedure is consistent with the admissions process now in effect for other programs where enrollments are limited.

- Applicants taking graduate work before admission do so with no guarantee this course work will be counted toward the degree or certification.
- Each student, when first admitted, will be assigned an adviser in the major area of study. The student will work closely with the adviser, who is responsible for evaluation of progress in a planned program.
- The tentative "Planned Program of Study" shall be approved and submitted by the adviser to the Graduate Office within eight weeks of the beginning of the first regular semester of graduate work, and following notification of the student of his/her admission to a graduate program. It is the responsibility of the student to initiate this action.
- Students are responsible for completing and filing required forms.

All credentials submitted for admission become part of the student's permanent record at the college and are not returnable. After the application has been reviewed, the Dean of Graduate Studies will notify the applicant of the action taken.

Admission to Degree Candidacy

Admission to graduate study does not imply automatic admission to degree candidacy. To qualify for candidacy, the student must:

- Complete and have approved by the graduate adviser the tentative "Planned Program of Study". The tentative "Planned Program of Study" shall be approved and submitted by the adviser to the Graduate Office within eight weeks of the beginning of the first regular semester of graduate work, and following notification of the student of his/her admission to a graduate program. It is the responsibility of the student to initiate this action.
- Complete satisfactorily nine (9) semester hours' approved graduate courses in a planned program of study, including at least two courses in the major field of concentration.
- Maintain a cumulative point average of 3.00 or better.
- Receive recommendation of adviser as called for on the "Application for Degree Candidacy" form available in the Office of Graduate Studies.

Final decision on candidacy will be made by the Dean of Graduate Studies.

Fifth Year Appeal Process for Transfer to the Masters Degree Programs

A student admitted to a planned 5th-year program who wishes to transfer into a degree program must follow certain procedures for appeal.

The Graduate Studies Committee has established procedures wherein a student admitted for a Planned Fifth-Year Program may, under certain conditions, be transferred into a degree program. Since such procedures include such things as remedial courses, planned by the advisers and/or the Department, and since such courses will not be counted toward the degree, the student finding himself in this situation must see the adviser immediately upon admission and before taking any courses in order to facilitate the possibility of an appeal at a later date.

Details of the appeal process may be obtained in the Graduate Office or from the Graduate Adviser.

Veterans

Veterans must file the regular application form with the Graduate Office of Admissions, and when accepted, pay the regular tuition and other fees. Upon acceptance, the veteran should contact the College Office of Veteran Affairs.

Vietnam veterans, attending full-time, may receive a waiver of the tuition if they were residents of Connecticut at the time they joined the service or became residents while in service.

Special G.I. benefits are available for veterans with a service-connected disability.

Educational assistance is available to the children and widows of veterans or wives of veterans permanently disabled because of service-connected impairment incurred or aggravated in active service in the armed forces. Please check the Veterans Administration to verify eligibility.

The Graduate Record Examination

The Aptitude Test will not be used as a general requirement for those students applying for admission although it may still be required in individual cases.

The following departments require the Advanced Test of the Graduate Record Examination in the appropriate area: Biology Department—Biology; Applied Mathematics Department—Mathematics (M.S.).

THE GRADUATE PROGRAM

The Graduate Program of Central Connecticut State College is expanding steadily.

The Master of Science studies have endeavored to improve the quality of teachers in the elementary and secondary schools of Connecticut. The program has enabled students to qualify for the State Provisional and Standard Certificates.

In addition, several new Master of Arts degree programs have been initiated and additional new courses and programs are to be added soon.

Student enrollment in the various graduate courses has surpassed the number of day enrollees, with more than 7,500 attending the past year in the fall, spring and summer.

The Master of Arts Programs are in Biology, Community Psychology, French, Spanish, English, History and Mathematics. There are offerings in Special Education and Guidance, leading to a Master of Science degree. A Sixth-Year Program is offered in Reading, Elementary and Secondary Education and Supervision and Curriculum Development. The College continues to offer the Sixth-Year Cooperative Program in conjunction with the University of Connecticut.

Continuing to enroll graduates of other accredited liberal arts institutions is the Certification Program for College Graduates. This program accepts qualified college graduates with indications of an aptitude for teaching and prepares them for classroom positions in schools.

Certification is necessary (Elementary or Secondary) before entering a Master of Science Program.

Certification Program

Those seeking elementary certification must complete at least 30 semester hours in professional education courses.

Graduate students seeking secondary certification must complete at least 18 semester hours in a planned program. In addition, they must meet the credit hour requirements in their teaching field.

Those required to do student teaching must file applications with either the coordinator of Elementary or Secondary Student Teaching prior to the following deadlines:

October 15-For Spring Semester March 15-For Fall Semester

Students must meet all certification requirements to qualify for the advanced degree.

Obtaining the Provisional Certificate

1. The student must complete the planned Certification Program as outlined by the adviser and fulfill any deficiencies in general education.
2. He/she must present evidence of successful student teaching or internship.
3. He/she must submit a written request for a recommendation for the Provisional Certificate.

ADMISSION

Applicants seeking admission to the graduate program must hold a bachelor's degree from an accredited institution. The applicant's record must show clear evidence of ability to pursue graduate work.

The College accepts applications from all students without regard to sex, race, color, creed, age, physical handicap or country of national origin.

The College does not discriminate in access to, or treatment or employment in its programs or activities of qualified handicapped persons defined under the provisions of the Rehabilitation Act of 1973. Dr. Richard L. Judd is the College's compliance officer.

- A minimum Quality Point Ratio of 2.50 on a 4-point scale is required for admission into a degree program or an original Certification Program. A Provisional Certified Connecticut Teacher with a Quality Point Ratio between 2.00 and 2.50 may be admitted to a planned 5th-year program.

Any deficiencies in preparation must be made up before a student will be considered for admission to full standing in a graduate program.

In addition:

- All necessary forms are available from the office of the Dean of Graduate Studies, Administration Building.
- Application forms, all official transcripts and other required forms must be in the Graduate Studies Office at least 30 days prior to registration.
- The Aptitude Test will not be used as a general requirement for those students applying for admission although it may still be required in individual cases.

The following departments require the Advanced Test of the Graduate Record Examination in the appropriate area: Biology Department—Biology; Applied Mathematics Department—Mathematics (M.S.).

Admission and academic requirements, specifically of the General Business Management Option of the Master of Science in Organization and Management Degree Program will be based upon the following principles:

1. General Admissions and academic standards as described on Pages 7-9 (attached) of the current graduate catalog.
2. Candidates with an undergraduate degree in Business will be given highest priority.
3. Candidates who possess undergraduate degrees in related areas such as Industrial Arts Education, Industrial Technology, Computer Science, or Business Education will be considered if they are employed in business or are declared candidates for employment in Business Management. (See below concerning the curricular demands upon these candidates.)

Although a core of 15 semester hours will be required of all students in the program, this core is significantly oriented toward the managerial process. Beyond that core, the remaining hours -- normally 21 semester hours -- will be prescribed by each student's advisor, who will be a full-time member of the faculty of the School of Business. Taking the undergraduate preparation into account, two of the four restricted electives will be assigned with a view to strengthening the candidate's capabilities. The remaining courses will be drawn from 400 to 500 level courses offered by the college. Again, they will be structured so as to provide the greatest career opportunity for the individual student.

Students will be permitted to cluster their courses around a single theme provided the sub-specialization is specifically business or managerial. It is in no way intended to permit students pursuing an option in General Business Management to specialize in specifically Industrial Management programs such as Industrial

Safety or Technology, although directed electives in such areas may be approved where appropriate to the career objective.

The policies governing students enrolled in this new program do not differ greatly from general institutional policies. The Master's degree, according to general institutional policy, is conferred upon a student who has completed, subject to the approval of the faculty, at least 30 semester hours of approved graduate work. This policy applies to the General Business Management program. In no cases will the student be required to exceed 36 semester hours. The additional 6 semester hours permits the college to maintain program quality by assuring that all students receive adequate preparation in managerial/business areas.

-
- b. What academic and career counseling or other services will be provided for students who may enroll in this program?
-

Immediately upon admission to this program, a student will be assigned a faculty advisor (full-time faculty member of the School of Business) who will be directly responsible for advising the student on academic matters. In addition, the Graduate School has a Dean, Assistant Dean, and a Director of Admissions, along with a staff of three who are available to assist the student with registration for courses, payment of tuition and fees, and other matters related to the administration of the program.

As stated previously, "the resources of the entire college will be available for this program". Consequently, the Director of Central's Center for Career Development and Placement and that Center's staff will be available for career counseling, and Central's Counseling Center and its highly trained staff will be available for other forms of counseling as appropriate.

-
- c. How many students are expected to enroll in the program? List the numbers by part-time and full-time.
-

Experience at Central Connecticut State College with other graduate level programs has shown that such a program would be most beneficial to students who are already members of the college's distinct clientele and who enroll on a part-time basis. The program should have special appeal to students presently enrolled in other Central graduate programs less relevant to their career needs, recent recipients of Bachelor's Degrees from Central who desire new career opportunities, and persons presently employed in the businesses and industries in close proximity to the college.

There will be an increasing number of students who need and want this program in the future. The average age of graduate students at Central is thirty years. This fact coupled with the population projection made by Dr. Merton Honeyman in his report for the Connecticut State Department of Health that the age group 25-39 will increase by twenty-one percent from 1980-1990 in Connecticut strongly demonstrates the essential role this program could and should play in contributing to the economic well-being of our state and its citizens.

All of the information contained in previous sections of this questionnaire indicate that a large potential student population is desirous of this proposed graduate level program at Central. Student demand is likely to be so heavy that the college can be highly selective in the admissions process. Awareness of the available resources for the program and the need to limit student enrollments to assure high program quality for each and every participating student, led to the

establishment of the following projected enrollment estimates.

<u>Year</u>	<u>Full-Time</u>	<u>Part-Time</u>	<u>Total</u>
1	15	90	105
2	20	115	135
3	25	155	180
4	30	170	200
5	30	180	210

8. Student and Alumni Records (see 10-330-18)

How is the program to be evaluated internally? What criteria have been established? Where will the program records be kept?

It is important to note that before this option is implemented, a team of four outside evaluators, persons whose previous personal and professional experiences so equip them, reviewed the appropriate completed written questionnaire for the Industrial Management Option of the MSOM, spent time on campus meeting students and faculty, evaluated the quality of that program and the availability of required resources to maintain such quality. Recommendations made by this team have been carefully studied by college personnel and reactions to those recommendations have become an essential part of the total MSOM program and of this General Business Management Option also. In addition, serious and careful negotiations for the cooperative degree program in General Business Management with The Hartford Graduate Center are being completed and will constitute a vital and significant part of this proposed General Business Management program at Central Connecticut State College.

Once the program is in operation, a continuing process of evaluation will be instituted as follows.

A Citizen's Advisory Committee composed of business and industrial leaders, in cooperation with professional personnel from the college, will periodically review the curriculum and the specific courses to assure that the program is achieving its purposes and maintaining its relevance to the state's economy. In addition, these two groups will evaluate the program according to the following criteria:

1. The ability of the program to attract and maintain adequate enrollments.
2. Acceptance and support of the program by the business and industrial communities as measured by initial employment and promotions of program graduates and as indicated by financial aid to students in the program.
3. Student evaluation through follow-up surveys.
4. Employer evaluation through follow-up surveys.
5. Institutional research studies on such topics as student profiles, levels of student achievement, and the extent to which statistical forecasts are achieved.

Schedule of Evaluation

Year One

- October - Analysis of initial student enrollment and estimates for the Spring semester.
April - Analytical review of the status of the first year's students in the program and planning for the second year's operation.

Year Two

- October - Analysis of Fall enrollments, estimates for the Spring semester, and determination of student progress in the program.
April - Review of two years of program operation; planning for the third year; evaluation of program effectiveness; including statistics of students' progress in program and graduation. Third year program forecast.

Year Three

Similar to the second year schedule. Follow-up surveys of program graduates and their employers.

Further, it is felt that direct involvement of the participating students in the evaluation process can be one of the most effective ways to gain insight into how well the program is achieving its stated objectives. Accordingly, a graduate Organization and Management student group will be established not only to maintain on-going cooperative efforts between Central Connecticut State College and the business and industrial communities being served, but also to discover from the students themselves the extent to which their program experiences have helped them in their personal and career development.

All of the information gathered from these several means of program evaluation will be studied carefully and seriously, and program adjustments made as appropriate to improving the college's ability to serve Connecticut and its citizens.

Program records including the students official college transcript will be kept in the College's Graduate School as are such records for all other graduate programs and graduate students.

9. Physical Plant and Facilities (see 10-330-19)

Describe the physical facilities (classrooms, laboratories, offices) and specialized equipment now available, or which will be provided (including schedule for acquisition) to initiate and maintain the program.

In foregoing sections of this questionnaire much has been written about the extensive physical facilities now available and directly related to this program. However, it should be pointed out at this time that among the most significant assets Central offers to the students who may enroll in this program are the classrooms, laboratories, offices, and specialized equipment found in Maria Sanford Hall, the home of the School of Business. This business education facility has modern and complete

business educational resources, especially available to this program in the evening when most of the courses will be offered.

10. Catalog and Publication (see 10-330-20)

List and submit copies of any catalog(s), brochure(s) or other publications in which the program is listed or described or will be listed or described.

Central Connecticut State College Graduate Catalog - revised, updated, and printed every two years.

Central Connecticut State College Extension College Bulletin - revised, updated, and printed before each semester and summer session.

11. Certification

Provide certification that program and institutional hiring and admission practices are in compliance with all applicable state and federal laws, regulations, and orders; and that the institution will operate under the provisions of approved nondiscrimination plans including consideration for women and minorities and accessibility for the handicapped.

Page 7 of the Graduate Catalog contains the applicable statement about Central's policy of nondiscrimination in institutional hiring and admission practices as related to graduate programs.

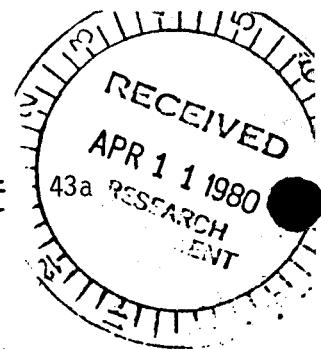
The attached assurances provide further certification that Central Connecticut State College as a total institution is in compliance with all laws and regulations governing nondiscrimination.



CENTRAL CONNECTICUT STATE COLLEGE

New Britain, Connecticut

C. C. S. C.
Master of Science in Organization and Management
(General Business Management Option)



Office of the President

CENTRAL CONNECTICUT STATE COLLEGE AFFIRMATIVE ACTION POLICY STATEMENT

Central Connecticut State College is committed to equal opportunity in employment and education. The College seeks to employ qualified individuals regardless of race, color, religion, national origin, sex, age, marital or parental status, veteran status, or the presence of any sensory, physical, or mental handicap. Equal employment opportunity is considered by Central Connecticut State College to include all aspects of employment: recruitment, hiring, training, promotion, compensation, benefits, leave, social and recreational programs, transfer, and termination. The furtherance of the principle of equal employment opportunity will be the basis for employment decisions.

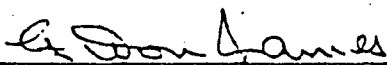
Central Connecticut State College's affirmative action program seeks to include minorities, women, veterans, and the handicapped in all job groups within its work force and in its educational programs. The success of these efforts enhances the College's effectiveness among the various publics it serves.

Responsibility for equal employment opportunity and affirmative action throughout the College rests with the President. The President has appointed Dr. Archie Savage (A214, 827-7495) as Affirmative Action Officer. Vice Presidents, deans, division and department heads, and supervisory personnel are responsible for the implementation of the College policy and procedures regarding equal opportunity and affirmative action in their units. All members of the College workforce are expected to familiarize themselves with the policies of the College concerning these programs and to further the objectives of equal employment opportunity and affirmative action.

It shall be the responsibility of the Affirmative Action Officer to identify problem areas by organizational units and job groups; to establish, promote, and encourage progress in meeting affirmative action goals and timetables; to ensure compliance with College policy concerning equal opportunity and affirmative action; and to furnish the President with an annual report of the program's status in each reporting unit and the College as a whole.

Central Connecticut State College will continue to work cooperatively with appropriate federal and state agencies and community organizations which share its affirmative action and equal opportunity objectives.

February 28, 1980
(date)



F. Don James, President

DEPARTMENT OF HEALTH, EDUCATION, AND WELFARE
 ASSURANCE OF COMPLIANCE WITH SECTION 504 OF THE
 REHABILITATION ACT OF 1973, AS AMENDED

C. C. S. C.
 Master of Science in Organization and Management
 (General Business Management Option)

43b

The undersigned (hereinafter called the "recipient") HEREBY AGREES THAT it will comply with section 504 of the Rehabilitation Act of 1973, as amended (29 U.S.C. 794), all requirements imposed by the applicable HEW regulation (45 C.F.R. Part 84), and all guidelines and interpretations issued pursuant thereto.

Pursuant to § 84.5(a) of the regulation [45 C.F.R. 84.5(a)], the recipient gives this Assurance in consideration of and for the purpose of obtaining any and all federal grants, loans, contracts (except procurement contracts and contracts of insurance or guaranty), property, discounts, or other federal financial assistance extended by the Department of Health, Education, and Welfare after the date of this Assurance, including payments or other assistance made after such date on applications for federal financial assistance that were approved before such date. The recipient recognizes and agrees that such federal financial assistance will be extended in reliance on the representations and agreements made in this Assurance and that the United States will have the right to enforce this Assurance through lawful means. This Assurance is binding on the recipient, its successors, transferees, and assignees, and the person or persons whose signatures appear below are authorized to sign this Assurance on behalf of the recipient.

This Assurance obligates the recipient for the period during which federal financial assistance is extended to it by the Department of Health, Education, and Welfare or, where the assistance is in the form of real or personal property, for the period provided for in § 84.5(b) of the regulation [45 C.F.R. 84.5(b)].

The recipient: [Check (a) or (b)]

a. () employs fewer than fifteen persons;
 A73

b. (X) employs fifteen or more persons and, pursuant to § 84.7(a) of the regulation [45 C.F.R. 84.7(a)], has designated the following person(s) to coordinate its efforts to comply with the HEW regulation:
 A74

Dr. Richard L. Judd

Name of Designee(s) - Type or Print

C12

C42

Central Connecticut State College

1615 Stanley Street

Name of Recipient - Type or Print

Street Address or P. O. Box

A12 A41

A42 A71

0200758

New Britain,

(IRS) Employer Identification Number

City

A1 A11

B12 B41

B1 B11

Connecticut 06050

C1 C11

State Zip

B42 B71

I certify that the above information is complete and correct to the best of my knowledge.

01 July 1977
 Date

B72

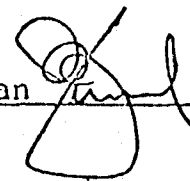
B77

F. Don James, President

By: Dr. Richard L. Judd, Dean

Signature and Title of Authorized Official

B78



If there has been a change in name or ownership within the last year, please PRINT the former name below:

NOTE: The 'A', 'B', and 'C' followed by numbers are for computer use. Please disregard.

PLEASE RETURN ORIGINAL TO: Office for Civil Rights, HEW, P. O. Box 8222, Washington, D.C. 20024.

NOTE: This supercedes any documents, if previously received.

Central Connecticut State College
Master of Science in Organization and Management
(General Business Management Option)

22 August 1977

CENTRAL CONNECTICUT STATE COLLEGE
New Britain, Connecticut 06050

Notice of Compliance

Regarding

Section 504 of the Rehabilitation Act of 1973, 29 U.S.C. 706

Central Connecticut State College does not discriminate in admission or access to, or treatment or employment in, its programs and activities of qualified handicapped persons defined under the provisions of the Rehabilitation Act above referred.

In accordance with Section 84.7, sub part (a), Central Connecticut State College has designated Dr. Richard L. Judd as the Compliance Officer for coordination of institutional efforts in meeting the requirements set forth in the rules and regulations.

ASSURANCE OF COMPLIANCE WITH THE DEPARTMENT OF
HEALTH, EDUCATION, AND WELFARE REGULATION UNDER
TITLE VI OF THE CIVIL RIGHTS ACT OF 1964

43d

C. C. S. C.
Master of Science in Organization and Management
(General Business Management Option)

Central Connecticut State College

(hereinafter called the "Applicant")

(Name of Applicant)

HEREBY AGREES THAT it will comply with title VI of the Civil Rights Act of 1964 (P.L. 88-352) and all requirements imposed by or pursuant to the Regulation of the Department of Health, Education, and Welfare (45 CFR Part 80) issued pursuant to that title, to the end that, in accordance with title VI of that Act and the Regulation, no person in the United States shall, on the ground of race, color, or national origin, be excluded from participation in, be denied the benefits of, or be otherwise subjected to discrimination under any program or activity for which the Applicant receives Federal financial assistance from the Department; and HEREBY GIVES ASSURANCE THAT it will immediately take any measures necessary to effectuate this agreement.

If any real property or structure thereon is provided or improved with the aid of Federal financial assistance extended to the Applicant by the Department, this assurance shall obligate the Applicant, or in the case of any transfer of such property, any transferee, for the period during which the real property or structure is used for a purpose for which the Federal financial assistance is extended or for another purpose involving the provision of similar services or benefits. If any personal property is so provided, this assurance shall obligate the Applicant for the period during which it retains ownership or possession of the property. In all other cases, this assurance shall obligate the Applicant for the period during which the Federal financial assistance is extended to it by the Department.

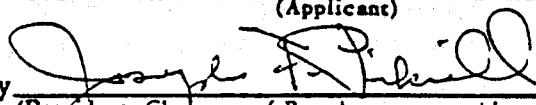
THIS ASSURANCE is given in consideration of and for the purpose of obtaining any and all Federal grants, loans, contracts, property, discounts or other Federal financial assistance extended after the date hereof to the Applicant by the Department, including installment payments after such date on account of applications for Federal financial assistance which were approved before such date. The Applicant recognizes and agrees that such Federal financial assistance will be extended in reliance on the representations and agreements made in this assurance, and that the United States shall have the right to seek judicial enforcement of this assurance. This assurance is binding on the Applicant, its successors, transferees, and assignees, and the person or persons whose signatures appear below are authorized to sign this assurance on behalf of the Applicant.

Dated _____

Central Connecticut State College

(Applicant)

By



(President, Chairman of Board, or comparable
authorized official)

Vice President for Administrative Affairs

1615 Stanley Street

New Britain, Connecticut 06050
(Applicant's mailing address)

12. Time Schedule and Authorizations

- a. Indicate any specialized approval, licensure or accreditation, by any agency other than the Board of Higher Education, to the extent that it is related to this program.

None required for this program.

- b. Indicate the earliest date on which students may be expected to complete the program.

Eighteen months after licensure approval by the Connecticut Board of Higher Education.

13 Educational Planning Statement

The Board will take into account that there may be a difference in the types of data and justification for different levels of programs. Provide the following information:

- a. The relationship of the proposed program to other programs and resources in the institution, and any institutional plan.
 - b. Data and commentary to indicate what consideration has been given to similar programs in the geographic area to be served by the proposed program. Identify any similar existing or proposed academic programs or degrees in Connecticut in public, independent or proprietary institutions.
 - c. Data and commentary regarding the relationship of the proposed program to further educational opportunities and current employment trends.
 - d. A description of any efforts made to identify student demand for the program and an estimate of enrollments for the first five years.
 - e. A description of program and career articulation noting career opportunities as applicable (local, regional, state and/or national estimates), according to the nature and goals of the program.
-

Dr. Joseph N. Joyce, Jr., Assistant Director, BHE, Program Planning, stated in his June 1, 1981, letter to Dr. Thomas A. Porter (in reference to Central's proposed program) as follows: "In order to process the proposed programs, the enclosed revised questionnaire must be completed. For all three programs, the fiscal statements and responses to question #13 (educational planning statement) are already on file in this office, and therefore, need not be answered again."

Much specific and detailed information related to the questions above can also be found throughout this questionnaire. However, in the interest of providing as much justification as possible for this program the following supplementary information is offered for consideration at this time.

Central Connecticut State College has participated in a variety of cooperative programs with other public and private institutions of higher education, both within and outside of Connecticut. Whenever the best interests of students can be so served, such cooperative programs have been developed. Accordingly, and as directed by the BHE Resolution (80-P29-S) of December 18, 1980, the MSOM with an option in General Business Management was developed in cooperation with The Hartford Graduate Center, an institution already accredited to offer a graduate program in this area.

First, a review of the attached "Data Report on Master's Degrees Conferred in Business and Management" prepared by the Connecticut Board of Higher Education staff, revealed that while the concepts of organization and management may form some part of the rather specialized graduate degree programs at other institutions, none has the level and amount of interdisciplinary focus as Central's proposed program. In fact, the ultimate objective of most of these programs is the awarding of the more traditional MBA degree. This is not our goal.

Second, it is felt that a high quality graduate program requires the firm foundation of a well-organized, closely related undergraduate program. Since Central is the institution in Connecticut with the largest Bachelor's degree program in Business, the development of the General Business Management option at Central should depend largely upon its own initiatives and the significant contributions from The Hartford Graduate Center with its wealth of experiences and resources related to graduate programs in this field.

One most effective means of determining the relative size of programs offered at other institutions of higher education in Connecticut is to review the number of degrees awarded each year under such programs. Please see the BHE staff "Data Report on Master's Degrees Conferred in Business and Management" attached.

In that data, the following institutions are listed:

- (Private) - University of Bridgeport, University of Hartford,
The Hartford Graduate Center, University of New Haven,
and Yale University
- (Public) - University of Connecticut and Western Connecticut
State College

In addition, the Connecticut Board of Higher Education has granted fairly recently, approval to the following institutions to initiate Master's Degree programs which in some ways are related to this discussion. However, these programs did not produce any graduates up through 1979.

<u>Institution</u>	<u>Program</u>	<u>BHE Approval Date</u>
Fairfield University	Financial Management	Licensure 10/28/80
Quinnipiac College	Accounting and Taxation	Initial Accreditation 10/28/80
Quinnipiac College	Information Systems Management	Initial Accreditation 10/28/80
Quinnipiac College	International Business	Initial Accreditation 10/28/80
Trinity College	Public Policies Studies	Accreditation 4/24/79

The size of a potentially competitive program is not nearly so important as to whether and to what extent one program is the same or similar to another. One enters the fuzzy world of interpretation, definition, and perception when this issue is addressed.

It is our contention that none of the programs offered by other institutions in Connecticut is the same as Central's proposed MSOM with options in General Business Management and Industrial Management. While a study of specific course offerings might reveal some duplication in individual courses among institutions, the strong general interdisciplinary thrust of the MSOM concept accompanied by the particular specializations in General Business Management and Industrial Management makes the Central program rather unique.

However, there are four programs offered in other institutions with some characteristics which at least make the consideration of similarity legitimate. They are as follows:

<u>HEGIS CODE</u>	<u>Program</u>	<u>Institution</u>	<u>Number of 1979 Degrees Awarded</u>
0516	Management and Industrial Relations	U. of Bridgeport	12
0599	Administrative Sciences, Management	<u>Htfd. Grad. Center</u>	-
0599	Organizational Behavior, Inter- active System	Univ. of Hartford	-
0599	Administrative Sciences, Public and Private Management	Yale University	87
			<u>87</u>
			Total 99

Even though somewhat similar, these programs appear to lack the combination of the MSOM and the options in General Business Management and Industrial Management which are the hallmarks of the Central program.

Further, it should be noted that not one of these institutions is a public

institution and two of them are not located in the geographic region most often associated with students enrolled at Central Connecticut State College.

The lack of real similarity is primarily due to the fact that the MSOM at Central is non-duplicative in concept:

- It provides a common core of courses appropriate to management in any aspect of the economy.
- The teaching of the common core depends on the sharing of faculty from Central's School of Business, Central's School of Technology and The Hartford Graduate Center.
- The program will be administered by neither the School of Business nor the School of Technology, but by Central's Graduate School with consultive in-put from The Hartford Graduate Center.
- The program is not the traditional MBA program with its semester hour credit requirements of from 48 to 52.
- It is an overall management program (MSOM) with options for specialization in General Business Management or Industrial Management with semester hour credit requirements of 36 for each option.

Data Report

Master's Degrees Conferred in Business and Management (page 1 of 3)

0501 Business and Commerce, General

<u>Institution</u>	<u>1974</u>	<u>1975</u>	<u>1976</u>	<u>1977</u>	<u>1978</u>	<u>1979</u>
Univ. of Bridgeport	-	-	1	-	-	-
Univ. of Conn (and 3 branches) (7/77)*	135	157	236	310	323	295
Univ. of Hartford	-	-	-	8	256	183
	135	157	237	318	579	478

0502 Accounting

<u>Institution</u>	<u>1974</u>	<u>1975</u>	<u>1976</u>	<u>1977</u>	<u>1978</u>	<u>1979</u>
Univ. of Bridgeport	9	13	10	14	19	18
Univ. of Hartford	25	37	48	46	15	12
Univ. of New Haven (10/74)	-	-	-	2	1	1
	34	50	58	62	35	31

0504 Banking and Finance

<u>Institution</u>	<u>1974</u>	<u>1975</u>	<u>1976</u>	<u>1977</u>	<u>1978</u>	<u>1979</u>
Univ. of Bridgeport	10	3	6	19	28	18
Univ. of Hartford	27	26	26	38	-	-
	37	29	32	57	28	18

0506 Business Management and Administration

<u>Institution</u>	<u>1974</u>	<u>1975</u>	<u>1976</u>	<u>1977</u>	<u>1978</u>	<u>1979</u>
The Hartford Graduate Center (3/74)	43	33	16	15	20	103
Univ. of Bridgeport	11	12	13	9	10	10
Univ. of Hartford (9/77)	18	19	12	30	1	-
Univ. of New Haven (6/69)	96	106	142	159	189	223
WCSC (Administrative Sciences) (3/77)	-	-	-	-	-	3
	168	170	183	213	220	339

* Numbers in parenthesis denote the month and year of most recent CHE/BHE authorization (unknown in some cases because self-study report is missing).

Central Connecticut State College
 Master of Science in Organization and Management
 (General Business Management Option)

Master's Degrees Conferred in Business and Management

0507 Operations Research

<u>Institution</u>	<u>1974</u>	<u>1975</u>	<u>1976</u>	<u>1977</u>	<u>1978</u>	<u>1979</u>
Univ. of Bridgeport	2	-	1	-	1	3
Univ. of New Haven	-	-	1	1	3	5
	2	-	2	1	4	8

0509 Marketing and Purchasing

<u>Institution</u>	<u>1974</u>	<u>1975</u>	<u>1976</u>	<u>1977</u>	<u>1978</u>	<u>1979</u>
Univ. of Bridgeport	3	2	6	16	3	11
Univ. of Hartford	20	16	9	11	-	-
	23	18	15	27	3	11

0513 International Business

<u>Institution</u>	<u>1974</u>	<u>1975</u>	<u>1976</u>	<u>1977</u>	<u>1978</u>	<u>1979</u>
Univ. of Bridgeport	-	2	1	3	3	1
Univ. of Hartford	-	5	3	6	-	-
	-	7	4	9	3	1

0514 Secretarial Studies

<u>Institution</u>	<u>1974</u>	<u>1975</u>	<u>1976</u>	<u>1977</u>	<u>1978</u>	<u>1979</u>
Univ. of Bridgeport	-	-	-	1	-	-

0516 Management & Industrial Relations

<u>Institution</u>	<u>1974</u>	<u>1975</u>	<u>1976</u>	<u>1977</u>	<u>1978</u>	<u>1979</u>
Univ. of Bridgeport	9	9	7	7	4	12

0517 Business Economics

<u>Institution</u>	<u>1974</u>	<u>1975</u>	<u>1976</u>	<u>1977</u>	<u>1978</u>	<u>1979</u>
Univ. of Bridgeport	2	2	1	3	1	-
Univ. of Hartford	2	1	-	11	10	-
	4	3	1	14	11	-

* Numbers in parenthesis denote the month and year of most recent CHE/BHE authorization (unknown in some cases because self-study report is missing).

Master's Degrees Conferred in Business and Management

0599 Other

<u>Institution</u>	<u>1974</u>	<u>1975</u>	<u>1976</u>	<u>1977</u>	<u>1978</u>	<u>1979</u>
The Hartford Graduate Center (Administrative Sciences (11/75), Management)	-	-	12	17	30	-
Univ. of Hartford (Taxation (4/73), Organizational Behavior, Interactive System)	5	16	58	29	-	-
Univ. of New Haven (Taxation)	-	-	-	-	2	9
Yale Univ. (Administrative Sciences, Public & Private Management)	<u>33</u>	<u>11</u>	<u>10</u>	<u>4</u>	<u>57</u>	<u>87</u>
	38	27	80	50	89	96

Total degrees conferred in Business and Management

<u>1974</u>	<u>1975</u>	<u>1976</u>	<u>1977</u>	<u>1978</u>	<u>1979</u>
450	470	619	759	976	994

* Numbers in parenthesis denote the month and year of most recent CHE/BHE authorization (unknown in some cases because self-study report is missing).

Concluding Statement

All of us at Central associated with the planning, development, and future implementation of the Master of Science Program in Organization and Management - General Business Management Option feel that this completed questionnaire is sufficient to warrant licensure approval by the Connecticut Board of Higher Education immediately.

We wish to thank all those persons and agencies who aided our efforts to gain licensure for this important program, especially those administrators, faculty, students, and private citizens who contributed time and effort to the formulation of answers for this questionnaire, those professional personnel from The Hartford Graduate Center who contributed so significantly to the development of the cooperative aspects of the proposed program, the professional staff of the Board of Trustees for the Connecticut State Colleges and the professional staff of the Connecticut Board of Higher Education. We know that they join us in looking forward to the many benefits which will accrue to the State of Connecticut and its economy once this program is licensed and then implemented.