

**CONNECTICUT BOARD OF REGENTS FOR HIGHER EDUCATION**  
**Connecticut State Colleges & Universities**  
**MODIFICATION OF ACCREDITED PROGRAM**  
*APPLICATION FOR ADDING AN AUXILIARY INSTRUCTIONAL SITE*

**SECTION 1: PROPOSAL SUBMISSION**

<b>Institution:</b> Central Connecticut State University	Date of Submission to CSCU Office of the Provost: January 29, 2020
Current Number of Branch Campuses: 0	
Current Number of Additional Instructional Sites: 1	
Current Number of Auxiliary Instructional Sites: 0	

**SECTION 2: PROPOSED LOCATION**

Full Name of Building: Tunxis Community College
Full Street Address: 271 Scott Swamp Rd, Farmington, CT 06032
Distance from Main Campus: 8.4 Miles
Annual Purchase, Lease or Rental Cost: n/a
Memorandum of Understanding for Free Usage to be established with: Tunxis Community College
Date when Instruction is to begin at this Site: <b>Fall 2020</b>
Projected Duration of Offerings at Location: <b>Undefined</b>

**SECTION 3: NEED**

**Directions:** Provide documentation that there is a significant unmet need that cannot be met on the main campus or can be more efficiently offered at the proposed off-site location.

Some Tunxis business administration students choose to not to continue their education after receiving their Associated Degree for various reasons. A regular message expressed by Tunxis graduating business administration students - they like the Tunxis campus and would relish the opportunity to pursue a higher academic degree on the campus. They like the small nature of the classes, the relationship they developed with their advisor and peers, and often the ease of the commute to the campus. This is especially true of the nontraditional students, who may also have competing family and work demands. Many students will choose a nonCSU school based on the smaller size of the business program, thus mirroring the education they received at Tunxis. Therefore, a significant number of students wanted to complete a Bachelor's Degree, but at the Tunxis campus - which drives the interest to this develop this joint program. Upper-level business courses through CCSU will be offered on ground at Tunxis, in addition to online and hybrid format classes. Tunxis will continue to provide these students with the remaining gen ed core to complete the 120 credits. CCSU professors will travel to Tunxis to teach Tunxis students and help them to graduate with Bachelor degree on their campus. This location will afford CCSU Business students who reside close to Tunxis in an opportunity to attend their classes at Tunxis without having to commute to New Britain. Hence, this off-site campus will to meet the unmet demand in this area and may provide more efficient scheduling to some of our CCSU students.

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**SECTION 4: INSTRUCTIONAL OFFERINGS**

**Directions:** List all approved academic programs or specific courses to be offered at the proposed site.

Academic Program: **BS Management**

Modality of Program: On ground Online  Combined /// If "Combined", % of fully online courses? 27%

Site Location of Program's Curriculum on Institution's Website:

[https://www2.ccsu.edu/program/Management\\_BS/curriculum](https://www2.ccsu.edu/program/Management_BS/curriculum)

Specific Course(s): At most, 24 credits of Upper-level business courses will be offered on ground at Tunxis:

1. Mgt 326 – Business Organizational Behavior;
2. Mgt 345 - Organizational Analysis and Change Management;
3. Mgt 348 – Management Systems or Mgt 448 Managing Strategy & Operations
4. Ent 330 – Entrepreneurship and New Venture Creation;
5. Ent 355 – Managing a Growing Business;
6. Mgt 305 – Human Resource Management;
7. Mgt 390 – Management Topics;
8. Mgt 403 - Ethical and Social Issues for the Manager

Append Course(s) Description to Application

**Mgt 326 – Business Organizational Behavior:** A study of human behavior in organizations. Covers topics such as communication, decision making, team development, leadership, motivation, and productivity. Attention is given to behavioral science methods, research, and findings as applied to organizational management.

**Prerequisites:** Pre-approved minor.

3 Credits

**Mgt 345 - Organizational Analysis and Change Management:** Provides a systematic understanding of complex business organizations and how they shape and influence human behavior. Offers a number of conceptual tools and resources for analyzing the design and operation of organizations, diagnosing problems and opportunities, and recommending courses of action. The process of implementing and managing change is a central focus of this course.

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**Prerequisites:** Pre-approved minor.

3 Credits

**Mgt 348 – Management Systems:** Provides an understanding of the complex sociotechnical systems in organizations. Examines the relationship between technology and social systems by applying general systems theory. Emphasizes the relationship of machines, work processes, and methods to organization structure and human relationships. Alternative strategies for managing change and innovation will be explored.

**Prerequisites:** Grades of at least C- in MGT 295 and the eight pre-major courses, junior standing, and meeting upper-division Business School GPA requirements or pre-approved minor.

3 Credits

**Ent 330 – Entrepreneurship and New Venture Creation:** Focuses on how businesses are started. Includes recognizing opportunities and risks, gathering resources to convert opportunities into businesses. Develops the skills to evaluate and formulate a business plan.

**Prerequisites:** Junior standing; and grades of at least C- in the eight pre-major courses and meeting upper-division Business School GPA requirements; or pre-approved minor.

3 Credits

**Ent 355 – Managing a Growing Business :** Focuses on management decisions in resource allocation, human resource management, marketing policies and control mechanisms that contribute to growth and value creation in business. Case studies and exercises concentrate on opportunities and problems unique to growing firms.

**Prerequisites:** MGT 295 with a grade of at least C-; and (1) grades of at least C- in the eight pre-major courses and meeting upper-division Business School GPA requirements or (2) pre-approved minor.

3 Credits

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**Mgt 305 – Human Resource Management :** Study of the management of human resources. Topics include equal employment opportunity, job analysis, human resource planning, recruitment, selection, training, performance appraisal, compensation, labor/management relations, and related topics.

**Prerequisites:** Pre-approved minor.

3 Credits

**Mgt 390 – Management Topics:** Selected topics in management, organization theory, and human resource management. Course content will vary from semester to semester. May be repeated with different topics for a maximum of 6 credits.

**Prerequisites:** Pre-approved minor; and permission of the department chair.

3 Credits

**Mgt 403 – Ethical and Social Issues for the Manager:** Defines contemporary ethical issues of managerial and corporate social responsibility and explores the impact of these issues on managerial decision-making behaviors. Emphasizes issues that emerge in the internal as well as external environments of a business organization. Defines societal expectations of organizations regarding corporate social responsibility.

**Prerequisites:** Pre-approved minor.

3 Credits

If dual enrollment course, state its title: NA

Title of dual enrollment initiative and institution's principal role(s): NA

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**SECTION 5: STRENGTH OF EXISING ON-CAMPUS PROGRAM**

**NOTE:** Only programs that are academically strong and productive on the main campus should be offered off-campus.

**Directions:** If applicable, provide information below attesting to the strength and productivity of the principal academic program to be offered at the proposed site.

Headcount (FTE) enrollment data for preceding three academic years:

	AY 2016-17	AY 2017-18	AY 2018-19
<b>Fall FTE</b>	205	211	204
<b>Spring FTE</b>	212	223	229
<b>Average AY FTE</b>	208.5	217	216.5

Completion rates for credential(s) awarded for preceding three academic years:

AY 2016-17	AY 2017-18	AY 2018-19
101	102	126

Current accreditation status, if applicable: **The Management BS is offered through the School of Business, which is AACSB accredited.**

Pass rates for certification or licensure examination for 3-year reporting period: n/a

Transfers or placement rates for 3-year reporting period: n/a

**SECTION 6: ADEQUATE STUDENT DEMAND**

**Directions:** Provide documentation of strong student demand along with projections for enrollment and completions for first three student cohorts; or discuss constituency's request and joint efforts to achieve stated projections.

Tunxis Community College is very excited to participate in this new partnership with CCSU's School of Business. These two institutions have historically shared a significant number of students, working closely on the transfer process. Business Administration in particular has worked closely with CCSU's School of Business Student Center staff members, Cristina Higham and Jacqueline Guzman, to ensure Tunxis students successfully transition to CCSU in the most seamless, efficient way.

However, we have known for a long time that many students who aspire to transfer from our program to CCSU continue to take classes at Tunxis up to the 90-credit mark. This practice delays leaving, and many never make the transition to a baccalaureate institution, or make the transition but come back to complete additional credits. Repeatedly, business administration students come back to Tunxis seeking to take additional Tunxis credits, and often do not choose to transfer to another institution and complete their bachelor's degrees.

Tunxis Community College will promote this new partnership in multiple ways:

1. All current and future business administration students will receive ongoing communication on this opportunity through monthly "Mind Your Business" e-newsletters. This communication will

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extend through Tunxis' business club and capstone/practicum courses.

2. All business and general studies advisors will share this partnership with all business students during advising. Current interested/eligible students are being flagged and compiled into a list to target during advising. Additionally, all general studies students at Tunxis will receive targeted communication, as we know many of them aspire to transfer into business programs.
3. Tunxis's business program will work with its marketing department to launch a campaign during Spring 2020 and in all future semesters, which will include Facebook, Instagram, LinkedIn, campus digital signage, and the college's website. Tunxis' marketing department will also work with business programs from Tunxis and CCSU as well as CCSU's Marketing and Communication Department to develop a joint press announcement and additional marketing opportunities.
4. Tunxis' BA program will modify its current marketing materials so that future students will be made aware of this opportunity. To reach future high school students, Tunxis admissions staff will inform high school faculty and guidance while on college visits. Communication will also be extended to the Career College Pathways (CCP) Program, the dual enrollment program available to high school partners enabling high school students to take limited 100-level business classes for college credit while still in high school.

The following table shows expected enrollments for first three years:

	Fall 2020	Fall 2021	Fall 2022
<b>Part Time @ Tunxis</b>	10	15	20

Students in Tunxis' Business Studies degree would enter a dual admissions agreement with CCSU once they have earned 30 credits towards their degree. A Fall 2019 TAP report listed 104 enrolled Tunxis students identified as "CSCU Transfer: Business Studies". Of the 104 students, 84 students had earned 30 or fewer credits; 20 had earned 31 or more credits. Approximately 300 additional students are enrolled in the Business Studies program outside of the TAP. Thus, there is a strong base of potential enrollment for the CCSU Management BS at Tunxis.

**SECTION 7: RESOURCE AND FINANCIAL CONSIDERATIONS**

**Two-Year Cost Effectiveness and Availability of Adequate Resources**

*(Please complete the Pro-Forma Budget – Projected Revenues and Expenditures on the following page. Provide any necessary annotations for the Pro-Forma Budget and other commentary regarding the cost effectiveness and availability of adequate resources for the proposed modification below:*

<sup>1</sup>Projected revenue is based on the following expected enrollments:

	Fall 2020	Fall 2021	Fall 2022
<b>Full Time @ CCSU</b>	162	166	169
<b>Part Time @ CCSU</b>	83	85	87
<b>Part Time @ Tunxis</b>	10	15	20

The enrollments for CCSU combine pre-majors and majors. To provide the most conservative revenue estimate, enrollments for Tunxis are assumed to be part-time. Although students who have completed a Tunxis Business Studies

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degree will be dual enrolled in the CCSU's Management and Organization BS and in Tunxis' General Studies program, all Management and Organization courses will be offered by CCSU. As such, all program revenues—even if students choose to complete general education requirements at Tunxis—reflect CCSU part-time tuition rates.

<sup>2</sup>Tuition reflects 2019-20 current CCSU tuition costs for in-state CT residents (\$4870 per semester for full-time; \$545 per credit for part-time), which includes tuition and, for full-time students, the University general fee less accident insurance and parking garage fee. Part-time fees include the \$58 registration fee. We have included no additional fees, including online fees, within this budget. Although the program offers online courses, it is unclear whether online courses would be offered in Fall semesters. When online courses are offered, they will carry a fee of \$50 per course. No tuition increases for 2019-22 are assumed. We estimate that part-time students will take, on average, 6 credits each semester. Values reflect the incremental increases with expected enrollment growth described above.

<sup>3</sup>To estimate instructional expense, we assumed that 38 course sections of Management and Organization courses would be offered each Fall semester (including the two sections anticipated at Tunxis). Historically, approximately 75% of courses within Management and Organization are taught by full-time faculty (28 FT sections, 10 PT sections). We used the median estimated salary of FT management faculty in Fall 2020 plus 73.28% in estimated fringe. We estimated PT lecturer costs using a Class C lecturer rate (\$1,833 per credit in Fall 2020) plus 31% estimated fringe. No salary increases were included in estimates for subsequent years.

<sup>4</sup>The Department Secretary clerically supports the operations of the Management BS. We estimate that 40% of her time is spent in direct support. The estimates below include 40% of base salary and 45% fringe for the Fall semester. We built in a 3% COLA for each year.

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**PRO FORMA Budget - Projected Revenues and Expenditures**  
(Whole Dollars Only)

<b>PROJECTED Program Revenue<sup>1</sup></b>	<b>Fall 2020</b>	<b>Fall 2021</b>	<b>Fall 2022</b>
Tuition (do not include internal transfers) <sup>2</sup>	\$1,149,129	\$1,195,720	\$1,237,441
Program-Specific Fees			
Other Revenue (Annotate in narrative)			
<b>Total Estimated Program Revenue</b>	<b>\$ 1,149,129</b>	<b>\$1,195,720</b>	<b>\$1,237,441</b>

<b>PROJECTED Program Expenditures*</b>	<b>Fall 2020</b>	<b>Fall 2021</b>	<b>Fall 2022</b>
Administration (Chair or Coordinator)			
Faculty (Full-time, total for program) <sup>3</sup>	\$ 561,831	\$ 561,831	\$ 561,831
Faculty (Part-time, total for program) <sup>3</sup>	\$ 106,131	\$ 106,131	\$ 106,131
Support Staff <sup>4</sup>	\$ 36,676	\$ 37,777	\$ 38,910
Library Resources Program			
Equipment (List as needed)			
Other (e.g. student services)			
Estimated Indirect Costs (e.g. student services, operations, maintenance)			
<b>Total Estimated Program Expenditures</b>	<b>\$ 704,638</b>	<b>\$ 705,738</b>	<b>\$ 706,872</b>

\*Note: Capital outlay costs, institutional spending for research and services, etc. can be excluded.

This PRO FORMA Budget provides reasonable assurance that the proposed program modification can be established and is sustainable. Some assumptions and/or formulaic methodology may be used and appended in an attached narrative.