



STATE OF CONNECTICUT  
BOARD OF TRUSTEES  
FOR THE STATE COLLEGES

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RESOLUTION

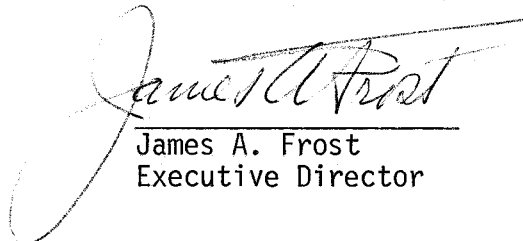
concerning

LICENSURE APPLICATION  
for  
CONCENTRATION IN INTERNATIONAL BUSINESS  
within the  
MASTER OF SCIENCE IN ADMINISTRATION  
at  
WESTERN CONNECTICUT STATE COLLEGE

December 3, 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, Western Connecticut State College is hereby authorized to seek licensure for and implement a concentration in International Business within the Master of Science in Administration, subject to the approval of the Board of Higher Education.

A Certified True Copy:

  
James A. Frost  
Executive Director

APPLICATION FOR LICENSURE AND PLANNING APPROVAL

FOR AN MSA CONCENTRATION IN

INTERNATIONAL BUSINESS

HEGIS # 06.0901

WESTERN CONNECTICUT STATE COLLEGE

APPLICATION FOR LICENSURE AND PLANNING APPROVAL

FOR A PROGRAM IN INTERNATIONAL BUSINESS

1. PURPOSE AND OBJECTIVES (See 10-330-11)

- a. STATE THE PURPOSE AND OBJECTIVES OF THIS PROGRAM IN RELATION TO THE GOALS AND OBJECTIVE OF THE INSTITUTION. (BE SPECIFIC AS POSSIBLE).

A copy of the mission statement of Western Connecticut State College is attached. (Appendix I) A major mission of WSCS is to provide programs below the doctoral level which meet the employment needs in its region. This proposed MSA concentration is consonant with the plan, since it provides a needed program which does not now exist in the region. The purpose of the MSA degree is to prepare persons currently working in industry, public agencies and non-profit organizations for positions of greater responsibility.

Within the past decade, tremendous growth has taken place in international business in the United States in general and specifically in the greater Danbury area as well. (Appendix II).

Many individuals currently functioning in the field have often picked up their working knowledge in a "piecemeal" or "on the job" fashion. Several students who are currently employed in the field have expressed the desire to academically augment their backgrounds. Smaller area companies have often dealt with the international markets in a "hit or miss" fashion, relying upon representatives advertized in trade publications (Techni-Power, Danbury, CT) or by "passively" responding to contact when it is initiated from overseas (Srauffer Chemical, Westport, CT), (International Source-Bernard Wheeler, U.S. Department of Commerce, Hartford, CT).

By offering advanced courses in international marketing, international finance as well as international accounting and finance, the program is designed to remedy existing deficiencies in corporate management backgrounds. The program builds this specific expertise upon a solid background of core business courses.

In addition, the requirement of a computer science course additionally assures the fact that the executive is well prepared to function in tomorrow's business environment.

- 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.

The college offers an undergraduate degree in business administration. As these graduates and other graduates new to the rapidly growing Western Connecticut region move into positions of greater corporate responsibilities, many are finding a need for more advanced courses dealing specifically with international business.

The West-Conn Trade Association is a locally based organization of companies that deal specifically in international trade. Their roster (Appendix III) is an indication of the large volume of business being conducted in the international sphere from the local geographic area. Supportive letters from area industries (see Appendix IV) reflect the employment needs of the area which are discussed in the mission statement of the college (Appendix I).

2. ADMINISTRATION (SEE 10-330-12)

- a. HOW WERE THE PROGRAM PLANS DEVELOPED AND APPROVED? GIVE THE DATES OF APPROVAL BY THE INSTITUTION AND GOVERNING BOARD.

The program plan was approved by the Ancell School of Business on December 5, 1979. Western Connecticut State College's Academic Planning Committee approved the plan on February 21, 1980, and the college administration approved it on February 27, 1980. It was submitted to the State College Board of Trustees for approval in \_\_\_\_\_, and then, after approval in \_\_\_\_\_, it was forwarded by this Board to the Board of Higher Education for consideration in \_\_\_\_\_.

- b. WHO IS DIRECTLY RESPONSIBLE FOR THE ADMINISTRATION OF THE PROGRAM AND SUPERVISION OF ITS FACULTY?

The chain of command runs from the Dean of the Ancell School of Business to the Chairpersons of the Departments of Accounting and Finance and Management to the Coordinator of the Graduate Program in Business. The Coordinator will be directly responsible for the administration of the program. Faculty who teach MSA core courses will be under the supervision of their respective chairpersons.

- c. LIST ANY ACCREDITING AGENCIES WHICH ALREADY HAVE ACCREDITED (a) THE INSTITUTION AND (b) TO WHICH YOU PLAN TO APPLY FOR PROGRAM ACCREDITATION.

(a) The Connecticut State Board of Higher Education.  
The New England Association of Colleges and Secondary Schools.

(b) The Connecticut State Board of Higher Education.  
The New England Association of Colleges and Secondary Schools.

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 funds necessary for this program, to pay for the adjunct faculty and library books and periodicals, will be generated by extension fund fees and tuition. See the attached budget page for details. Funds will be available the summer before the program is begun. (Summer 1982)

- b. IF RESOURCES ARE BEING REALLOCATED WITHIN THE INSTITUTION, RATHER THAN NEW RESOURCES BEING PROVIDED, INDICATE FROM WHERE THE RESOURCES WILL BE DIVERTED AND WHAT IMPACT THIS ACTION WILL HAVE ON ANY OTHER ACTIVITY WITHIN THE INSTITUTION.

Such a situation is not applicable to this program proposal

- c. COMPLETE ATTACHED FISCAL STATEMENT AND SUBMIT IT WITH THE COMPLETED QUESTIONNAIRE.

See Appendix # VI

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 THE DEGREES WERE EARNED, PERTINENT EXPERIENCE, AND PROFESSIONAL PUBLICATIONS.

International Finance-Kay Oppenheimer, AB Economics, Smith College, MBA Finance, William and Mary; 11 years of international business experience five with Mobil, six with Readers' Digest, founded "International Consulting Department" at Readers' Digest.

International Marketing-Desmond Reilly, BS, MS, Ph.D, University College Cork, Nally University of Ireland. 13 years of business experience with Olin Corporation, six years of college teaching. Extensive publications including "Foreign Market Entry Strategies; Some Alternatives." New England Business and Economic Association, November 1-2, 1979; "Marketing Changes in the 80's, Forecasting the Future," Fairfield Now, Winter 1979, Volume 3, Number #2.

International Finance-Jacques Habit, Baccalaureate Liceo Tripoli, MBA Cornell University, Dottore Polytechnic of Milan, 20 years of business experience, currently Vice President of a company dealing in international trade, published "Scope Controls and Venture Management" for Hydrocarbon Processing.

- b. FOR EACH VACANT OR PROPOSED POSITION PROVIDE TITLE, POSITION, QUALIFICATIONS AND PROPOSED DATE OF APPOINTMENT.

Since no additional full-time faculty are being requested at this time, this section is not applicable. Adjunct faculty will be hired if necessary.

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5. CURRICULUM 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.

REQUIRED CORE COURSES (6 Courses)

MSA 501-Organizational Behavior 3 S.H.

The behavior of individuals and their groups within goal-seeking organizations. Topics include conflict, group dynamics, leadership, decision-making, authority and power, communication, and organizational change and development. The focus is on groups and their functioning within the organization.

Prerequisite: BA 102 Introduction to Business or equivalent

MSA 502-Economic Analysis for Management 3 S.H.

Includes both Micro and Macro topics. Examples: (Micro) Demand and supply curves, production functions, cost curves, equilibrium of the firm, perfect and imperfect competition. (Macro) Principal determinants of national income and employment, with emphasis on concepts, tools, and data; classical, Keynesian, and other models, and applications to fiscal and monetary policy instruments.

Prerequisites: ECO 100 Introduction to Economics or equivalent and BA 120 Business Statistics I or equivalent

MSA 506-Administrative Problems and Policy 3 S.H.

Development of the concept of policy-making and the conceptual viewpoint of management; integration of the various facets and personalities of a business organization in decision-making; measuring and controlling organizational activities; formulation of plans to achieve objectives.

Prerequisites: BA 102-Introduction to Business or equivalent, BA 3 -Management Control Systems or equivalent.

MSA 507-Control Accounting 3 S.H.

Examines basic accounting concepts and procedures, the analysis and interpretation of accounting statements and reports, the preparation of budgets and standards for administrative control,

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and the use of data in decision-making.

Prerequisites: ACC 170 & 205 Financial and Managerial Accounting  
or ACC 105-Fundamentals of Financial Accounting  
or equivalent.

MSA 509-Marketing Management

3 S.H.

Overall emphasis is on the marketing problems and accompanying decision processes with which marketing executives are constantly involved. The complex of buyer behavior, competitive influence, and technological advance serve as a background for studying the techniques of how to develop and maintain an effective marketing and sales organization.

Prerequisite: Ba 230 Principles of Marketing or equivalent

MSA 551-Financial Management

3 S.H.

Financial decision-making under uncertainty and a changing environment will be studied. Financial statements will be analyzed and techniques of financing will be contrasted. The analysis of portfolio management theories to acquisitions of companies and equipment will be evaluated. Cases will be used to demonstrate the financial theory and to develop analytical abilities.

Prerequisite: ACC 279 Fundamentals of Finance or equivalent

CONCENTRATION REQUIREMENTS  
(4 Courses)

MSA 526-International Accounting and Taxes

3 S.H.

A study of International Accounting Standards, appropriate FASB pronouncements and applicable Federal Tax legislation and procedures. Prerequisite: MSA 507-Control Accounting

MSA 536-International Marketing

3 S.H.

Seminar in International Marketing (Central and South America/European Common Market Countries/Middle East) business enterprise adjustment, cultural, economic and political environments; international marketing management, including financing, legal implications; comparison with domestic marketing. Problems, cases and projects. Prerequisite: MSA 509 Marketing Management

MSA 557-International Finance

3 S.H.

A study of financing overseas operations; trade; exchange rates; banking, IMF; policies; and decisions. Prerequisite: MSA 551  
Financial Management

MSA 590-Concentration Related Research Project

3 S.H.

Topic of current interest in area of student's concentration selected for intensive study. Requires prior approval of Advisory Committee Representative.



MATRICULATION REQUIREMENT

CS 150-Introduction to Computer Science

3 S.H.

Basic programming and program structure. An historical survey of computers, languages, systems, and applications. Solution of several numerical and non-numerical problems using one or more programming languages.

(2) DESCRIBE THE COURSE NUMBERING SYSTEM.

Courses at the 500 level are graduate courses. Courses below the 500 level are undergraduate prerequisites for graduate courses.

(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.

As indicated in 5a(1), there are 6 basic core courses (MSA 501, 502, 506, 507, 509, and 551). The concentration requires 4 International Business Courses (MSA 526, 536, 557, and 590). (CS 150 is required for matriculation). Thirty-three semester hours are necessary for the degree, provided that the student has all of the necessary course prerequisites. In addition, there are pertinent enrichment courses currently available on campus which can be pursued to fill individual student needs. (See Appendix #VII)

b. HOW DO THE INSTITUTION'S POLICIES REGARDING TRANSFER OR CREDIT, CREDIT BY EXAMINATION, OR CREDITING EXPERIENTIAL LEARNING AND NONCOLLEGIATE SPONSORED INSTRUCTION APPLY TO THIS PROGRAM?

- (1) Up to 9 transfer credits of relevant graduate work at other institutes are permitted.
- (2) CLEP examinations are permitted for appropriate undergraduate prerequisites.

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- c. INDICATE ANY REQUIREMENTS AND ARRANGEMENTS FOR CLINICAL AFFILIATIONS, INTERNSHIPS, AND PRACTICA OR WORK EXPERIENCE. DESCRIBE HOW THESE WILL BE ADMINISTERED AND FURNISH THE FOLLOWING ASSURANCES.

Not applicable. This evening program is designed for students who are already employed in various business settings, many in companies that deal in international business.

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 THE TIME SCHEDULE OF AVAILABILITY.

The answer follows on the next page.

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The Ruth A. Haas Library is open at least 84 hours per week. It has 470 seats for students, and at least one professional librarian on duty at all times to assist students.

b. REPORT AS ACCURATELY AS PRACTICABLE THE NUMBER OF VOLUMES, PERIODICALS AND OTHER MATERIALS, BY SUBJECT AREA, WHICH DIRECTLY SUPPORT THE PROGRAM.

- (1) Business Core Courses-approximately 4,000 volumes and 100 periodicals in the Young Memorial Library support the program.
- (2) International Business Courses-approximately 250 volumes and 55 periodicals support the program.

c. PROVIDE A REPRESENTATIVE LISTING OF PERIODICAL LITERATURE IN THE LIBRARY WHICH WILL SUPPORT THE PROGRAM.

- (1) Columbia Journal of World Business
- (2) Banker-U.S. and Canada
- (3) Euromoney
- (4) Financial World
- (5) International Management
- (6) Journal of Common Market Studies
- (7) Management International Review
- (8) Sales and Marketing Management in Canada
- (9) Wall Street Journal
- (10) World Issues

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- d. LIST ANY NEW LEARNING MATERIALS WHICH WILL BE ADDED FOR THE PROGRAM, INDICATE WHEN THEY WILL BE AVAILABLE FOR STUDENT AND FACULTY USE.

Pertinent new publications will be added when they become available.

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 INSTITUTION POLICIES.

Students must have an undergraduate grade point average of 2.75, or earn the score indicated below on the GMAT exam, to take graduate courses.

GMAT Minimum Score Needed	U/G CUM -overall-including all undergraduate course- work at all colleges attended
400	2.5 or higher
425	2.4 to 2.49
450	2.3 to 2.39
475	2.2 to 2.29
500	below 2.2

Students must maintain a B average to be matriculated and to graduate.

- b. WHAT ACADEMIC AND CAREER COUNSELING OR OTHER SERVICES WILL BE PROVIDED FOR STUDENTS WHO MAY ENROLL IN THIS PROGRAM?

The services of the Coordinator of the MSA program are available to all students in the program. In addition, the college

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Offers a Career Development Center which provides career counseling services to students.

- c. HOW MANY STUDENTS ARE EXPECTED TO ENROLL IN THE PROGRAM? LIST THE NUMBERS BY PART-TIME AND FULL-TIME.

The following enrollment figures have been reported for courses that would be included in the concentration. It is assumed that one-third to one-half of these students might pursue a concentration in international business, on the basis of a questionnaire response. In past semesters, all students have pursued course work on a part-time evening basis. This pattern is expected to continue.

	<u>Semester</u>	<u>Number of Students</u>
MSA 526 International Accounting and Taxes	Spring 1981	18
MSA 557 International Finance	Fall 1980	18
	Spring 1982	15
MSA 536 International Marketing	Spring 1980	13
	Fall 1981	13

Estimates for future concentration majors follow:

1983-1984	12
1984-1985	20
1985-1986	30
1986-1987	42
1987-1988	55

8. STUDENT AND ALUMNI RECORDS (SEE 10-330-18)

HOW IS THE PROGRAM GOING TO BE EVALUATED INTERNALLY? WHAT CRITERIA HAVE BEEN ESTABLISHED? WHERE WILL THE RECORDS FOR THIS PROGRAM BE KEPT?

All facets of the MSA program are weighed against the accreditation standards of the American Assembly of Collegiate Schools of Business (AACSB). In addition to these criteria, the following data will be used to evaluate program usefulness:

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1. Number of students enrolled and degrees conferred.
2. Number of graduates who are promoted because they have earned the MSA degree.
3. Number of graduates who get another job because they have earned the MSA degree.
4. Alumni surveys.

In addition, student opinions of graduate course and faculty offerings are gathered each semester by the Office of Graduate Studies.

These records will be kept in the office of the faculty advisor to the MSA 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.

Most classes will be held on the college's Westside campus, which also contains office space. No specialized equipment will be necessary.

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.

The most recent issue of the Graduate catalog is available upon request.

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 ACCESIBILITY FOR THE HANDICAPPED.

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11. The following statement appears in the W.C.S.C. Graduate catalog, page 2:

"Western Connecticut State College provides equal opportunity in its educational programs, activities and employment without discrimination because of racial origin, color, religions beliefs or association, sex, age, native origin, disability or marital status."

Discrimination Policy may be directed to:  
Mr. John J. Jakabauski  
Telephone: (203) 797-4195

12. TIME SCHEDULES 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.

Not applicable.

- b. INDICATE THE EARLIEST DATE ON WHICH STUDENTS MAY BE EXPECTED TO COMPLETE THE PROGRAM.

May 1984.

13. EDUCATION PLANNING STATEMENT

PROVIDE THE FOLLOWING INFORMATION. (THE BOARD WILL TAKE INTO ACCOUNT THAT THERE MAY BE A DIFFERENCE IN THE TYPES OF DATA AND JUSTIFICATION FOR DIFFERENT LEVELS OF PROGRAMS.)

- a. THE RELATIONSHIP OF THE PROPOSED PROGRAM TO OTHER PROGRAMS AND RESOURCES IN THE INSTITUTION, AND ANY INSTITUTIONAL MASTER PLAN.

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13. The International Business concentration serves the same managerial level--current and prospective middle management--served by other MSA concentrations. As an integral part of the MSA degree, this concentration requires that students take six MSA business core courses. Rather than starting a new program from scratch, this concentration builds on the existing resources of the MSA program. Thus the program can be started with existing resources and new adjunct faculty, at no net cost to the state. (see attached fiscal statement Appendix # VI)

- 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.

There are no other MSA programs, much less MSA programs in a speciality in International Business in the state. The closest equivalents are MBA programs which are taught at geographically distant locations for students from Western and Northwestern Connecticut. The following Connecticut institutions offer the (MBA) Masters of Business Administration degree with a concentration in International Business.

1. University of Hartford, Barney School of Business, 65 miles from the WCSC campus. The following International Business courses are offered:

MKT 665 International Marketing Management  
MKT 667 Seminar in International Marketing and Foreign Operations  
ACC 866 Tax Aspects of International Business  
ECO 550 International Economics  
FIN 354 International Finance

2. University of Bridgeport, located 35 miles from Danbury; the catalog describes its mission as a primary source of leadership for the corporations of Southern Connecticut. It offers the following International Business courses:

IB 520 International Accounting  
IB 525 International Finance



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13. IB 513 International Trade and Management  
Relations  
IB 507 International Marketing Management

The University of Connecticut offers courses in International Business at the Storrs campus, 90 miles from Danbury. It offers the MBA degree at its Danbury campus, but the International concentration is not available at that location. Storrs offers the following courses within their MBA program:

- 34 International Business (Business Environment and Policy)
- 396 Special Topics in Finance
- 395 International Marketing

The University of New Haven has recently opened a satellite campus in Danbury at which a variety of graduate courses from a number of graduate programs are offered. An MBA can be pursued on a part-time basis; and it appears that only core courses are available in Danbury. Their spring catalog shows no offerings in International Business on their Danbury campus, and it is difficult to predict if any International courses will be available in this location in the future. Their program at the New Haven campus appears to be primarily geared toward international marketing and does not offer course-work in international finance, taxation or accounting. The following courses are listed in their catalog:

- IB 643 International Business Opportunities
- IB 644 Import and Export Business
- IB 645 Structure of World Markets
- IB 651 Comparative Marketing
- IB 652 Multinational Business Operations
- IB 670 Selected Issues
- IB 690 Research Project
- IB 695 Independent Study I
- IB 696 Independent Study II
- IB 698 Thesis I
- IB 699 Thesis II

- c. DATE AND COMMENTARY REGARDING THE RELATIONSHIP OF THE PROPOSED PROGRAM TO FURTHER EDUCATIONAL OPPORTUNITIES AND EMPLOYMENT.

The Danbury metropolitan area remains one of the fastest growing in the United States. As the attached article from the November 23, 1980 issue of the New York Times indicates, "The sharpest percentage gains in population (in Connecticut 1970-1980) were recorded in western Connecticut near Danbury.."

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Other statistical as well as subjective area company communications have already been mentioned and can be referred to in the Appendices. Additionally, the roster of the West-Conn Trade Association (see Appendix) indicates the large number of companies functioning in international business within a radius of 35 miles from the campus. All of the above support the hypothesis that there are ample employment opportunities in this field within the local geographic area.

- d. A DESCRIPTION OF EFFORTS MADE TO IDENTIFY STUDENT DEMAND FOR THE PROGRAM AND AN ESTIMATE OF ENROLLMENTS FOR THE NEXT FIVE YEARS.

Student enrollment figures for international business courses for the past three years have been presented in Section 7c. The rationale for future estimates based upon those figures is also explained.

A questionnaire distributed to members of a spring 1982 class in International Finance indicated that more than half the students are currently employed by companies which engage in international business. Additionally, many see this as the most rapidly growing area of business today and have an optimistic view of potential employment opportunities in the field. Half of the students queried expressed a desire to major in international business if such a concentration were available.

- 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.

The irreversible trend toward increasing world-wide economic interdependence is a reality that will impact the future growth patterns of business enterprises. "The U.S., like all other nations, is economically an interdependent rather than an independent nation ... a majority of other countries of the world could survive longer without foreign trade than could the U.S. if we expect to maintain our present standard of living." \*

\* (Footnote John W. Morris, "Commerce: An Age of Reality." Journal of Geography, Volume 80, Number #1, pages 4-7, January 1981)

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This reality will require the executive of tomorrow be prepared to function in national and multinational corporations with a thorough grounding in all aspects of international business. Many of those already employed in international business will experience the need for a sound educational background in the conceptual as well as functional skills appropriate to the international environment.

The President's Commission on Foreign Languages and International Studies warns of "due consequences for American trade if the nation cannot more adequately train students in languages and international studies." (January 1980, American Teacher).

Such national trends have already been knowledged by local industry. Bernard Wheeler, Hartford Office of the Federal Department of Commerce (phone conversation of February 21, 1982) emphasized the growing number of corporate headquarters which are now locating in the Greater Danbury area and are currently engaging in international business. Many of these companies have already recognized educational needs of their management employees and have actively supported development of such a program. (see Appendix #IV)

ATTACHMENTS

Appendix I

Mission Statement of W.C.S.C.

Appendix II

New York Times Article on Area Growth

Appendix III

West-Conn Trade Association Roster

Appendix IV

Communications from Local Industries

Appendix V

Statistics from the U.S. Department of Commerce

Appendix VI

Budget-Fiscal Statement

Appendix VII

List of Enrichment Courses Currently Available on Campus.

## MISSION OF THE COLLEGE

Over the past several years Western Connecticut State College has been involved in the clarification of the mission of the college and the role, current and potential, of each department and division of the college in carrying out that mission. All faculty and staff were involved through departmental representation in developing the following mission statement.

Western Connecticut State College, functioning within the structure of public higher education, offers liberal arts and professional programs at both the baccalaureate and post-baccalaureate levels. The college is committed:

1. To serve qualified or qualifiable students at both undergraduate and graduate levels in professional, pre-professional, semi-professional, para-professional and liberal arts degree programs, regardless of the heterogeneity of the groups to which they belong.
2. To prepare students qualified both to lead and to function effectively in a rapidly changing and expanding society.
3. To provide a campus climate (physical, social, philosophical and intellectual) conducive to high quality learning and to the development of human values and social responsibility and to development of a personal philosophy.
4. To provide the academic community with the optimum resources necessary for high quality teaching, experimentation and research appropriate to the educational role of the College.
5. To provide leadership and service to public education in the region.
6. To cooperate in community endeavors for the welfare of the public good within the limitations of available college resources and purposes.
7. To cooperate in academic consortia wherever appropriate with other public institutions of higher education.

SUNDAY, NOVEMBER 23, 1980

# Population Is Up 2% in Preliminary Tally

By RICHARD L. MADDEN

**C**ONNECTICUT'S population shifted significantly in the last decade, away from the larger cities and the long-established suburban towns and toward the more rural and ex-urban towns, particularly in the western end of the state and east of New Haven.

The result will mean diluted political representation — especially for most of the major cities, which have lost population and tend to be heavily Democratic — as well as lesser amounts of Federal and state aid from programs whose formulas are based at least in part on population.

Conversely, the towns with the largest population gains can look forward to a greater share of Federal and state aid as well as increased representation in the General Assembly. Many of these towns tend to be Republican.

These are some of the initial assessments of government officials and others of preliminary population figures from the 1980 census compiled recently for Connecticut and its 169 towns by the United States Bureau of the Census.

Some municipal officials still contend that their cities were undercounted in the census, and Ray Bancroft, a spokesman for the Census Bureau, acknowledged that the final totals for the communities could change slightly as the census forms were analyzed and before the final figures were certified early next year. But Mr. Bancroft said of the preliminary figures: "They shouldn't change that much."

Overall, the preliminary count showed Connecticut with a population of 3,096,951, a modest gain of 2.1 percent from 1970.

One recent analysis of the preliminary figures by the Connecticut Public Expenditure Council, a fiscal watchdog group, found that the state actually had a net outmigration of 2 percent, or 69,039 persons, during the last decade — the first decade in this century that more people left the state than came in.

The council arrived at that figure by comparing records of births and deaths in the state compiled by the State Department of Health Services. The analysis found that while births exceeded deaths in the state by more than 133,000 in the last decade, the state's overall population in the preliminary census count increased only by 64,734.

The preliminary census data also seemed to confirm what government officials and demographers have been saying for some time — that the size of the average household has been declining. Although the state's population grew by only 2.1 percent from 1970, the number of housing units in the state increased by 18 percent.

Within the state, the census figures showed some distinct patterns of change over the decade.

The biggest losers of population were the largest cities. Bridgeport declined by 9 percent, Hartford by 13.7 percent.

Some of the older, established suburban towns also lost population. In lower Fairfield County, for example, the population of Darien declined by 7.5 percent while the decline in Westport was 7.3 percent.

In the Hartford area, West Hartford's population fell by 9.8 percent while East Hartford's declined by 8.7 percent.

A scattering of other towns, particularly in the Naugatuck Valley and in the southeastern corner of the state, also lost population.

In the valley area, Ansonia's population declined by 11 percent while Waterbury lost 5.4 percent.

To the southeast, New London's population declined by 8.6 percent while Ledyard's fell 7.7 percent.

The Connecticut town with the largest percentage loss in population — 19.5 percent — was Windsor Locks, which is north of Hartford.

Edward A. Savino, the Windsor Locks First Selectman, attributed the decline to fewer children at home and to the fact that students away at college were not counted as residents of their hometown. The number of housing units in the town is about the same as it was 10 years ago, he noted.

"The kids are migrating; the parents are staying," Mr. Savino said.

He acknowledged that a loss of population could lead to reduced aid to the town, but added: "We're going to have to live with it."

The sharpest percentage gains in population were recorded in western Connecticut near Danbury, along the shoreline and in some of the towns near the shore east of New Haven, and in a scattering of what might be termed ex-urban and rural towns around Hartford.

Along the shoreline, the population of Guilford increased by 47.3 percent, while Madison gained 42.6 percent and neighboring Killingworth gained 63.5 percent.

In western Connecticut, New Fairfield gained 57.9 percent and Sherman increased by 56.2 percent. Both towns are north of Danbury, which is experiencing rapid growth with, among other things, the building of the world headquarters of the Union Carbide Corporation. Danbury's population gained 16.8 percent.

Along the Interstate 84 corridor east of Danbury, the town of Southbury had the largest percentage gain of any Connecticut town — 77.7 percent.

Michael J. Kenney, the Southbury First Selectman, said the completion of I-84 in 1964 had opened the town to widespread residential development. Another factor was the completion after the 1970 census of Heritage Village, a retirement community of about 4,500 persons.

"It's still growing by leaps and bounds," Mr. Kenney said of the town.

The growth has expanded the town's tax base and has enabled Southbury to hold its property taxes relatively low, Mr. Kenney said, but it also has increased the pressure for more town services.

In 1970, he noted, Southbury's police protection was provided by a resident state trooper. Now there are nine full-time policemen in addition to the resident trooper. While declining enrollment has forced many state towns to close schools, Southbury has had to build a new regional high school and is building additions on three other schools. The town library also is being expanded.

Many of the newer residents are more urban oriented, Mr. Kenney said. These days, he went on, when a heavy rainstorm hits, many of the newer residents, instead of mopping up their basements, will call Town Hall.

"They'll say, 'I've got water in my basement. What's the town going to do about it?' You say, 'Nothing.'" Mr. Kenney said.

"You just get spread so thin in working on services," he added.

The newly elected General Assembly, which takes office in January, will have to redraw the state's Congressional and state legislative districts based on the population shifts recorded in the latest census, and politicians already are assessing the impact of the preliminary census data.

Three of the state's six Congressional districts must have population added to them and the three others will have to have population subtracted to make all six districts nearly equal at about 516,000 persons each.

Because the lower Fairfield County towns have lost population, the Fourth Congressional District of Representative Stewart B. McKinney, Republican of Fairfield, will have to take in additional territory to add about 41,000 residents.

Because of population declines in the Hartford area, the First Congressional District of Representative William R. Cotter, Democrat of Hartford, will have to branch out to take in 21,000 or so residents.

The Third Congressional District of Representative-elect Lawrence J. DeNardis, Republican of Hamden, will have to pick up about 4,000 more residents.

These changes will reduce the size of the three other districts, which are now overpopulated — the Fifth Congressional District of Representative William R. Ratchford of Danbury; the Sixth Congressional District of Representative Anthony Toby Moffett of Litchfield, and the Second Congressional District of Representative-elect Samuel Gejdenson of Bozrah. All three are Democrats.

In the General Assembly, the impact of the new districts to be drawn to reflect the population changes may be most noticeable in the larger cities. Bridgeport and Hartford, for example, now have eight seats each in the State House of Representatives. Bridgeport could lose one seat and Hartford could lose two, according to preliminary estimates. ■

ROSTER

WESTCONN INTERNATIONAL TRADE ASSOC. INC.

Alcivar, Olmedo E., (M), Import Manager  
R.L. Albert & Son, Inc./Altray CO., Inc.  
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Arndt, Richard E. (M), Supervisor Distribution  
Heublein International, 1 Professional Park  
Farmington, CT 06032 (203) 677-4061

Avery, George (A), Director International Transportation  
Stauffer Chemical CO.  
Westport, CT 06881 (203) 222-4316

Bane, Donald (M), Manager Distribution Services  
ITT Rayonier, 1177 Summer Street  
Stamford, CT 06904 (203) 324-7000

Barnett, Stephen F. (A). Sales  
U.S. Navigation, Inc.; 959 Main St.  
Stratford, CT (203) 377-7144

Barone, Eugene V. (M), Director Distribution  
Summit Organization, Inc., 14 Pelham Parkway  
Pelham Manor, NY 10803 (914) 738-2200

Belovich, Lea T. (M), Export-Traffic  
Bassick Division, Stewart-Warner Corp.  
960 Atlantic St.  
Bridgeport, CT 06602 (203) 366-3671

Bembenek, Ted J. (M), Manager, International Division  
Olin Corporation, 120 Long Ridge Road,  
Stamford, CT 06904 (203) 356-2641

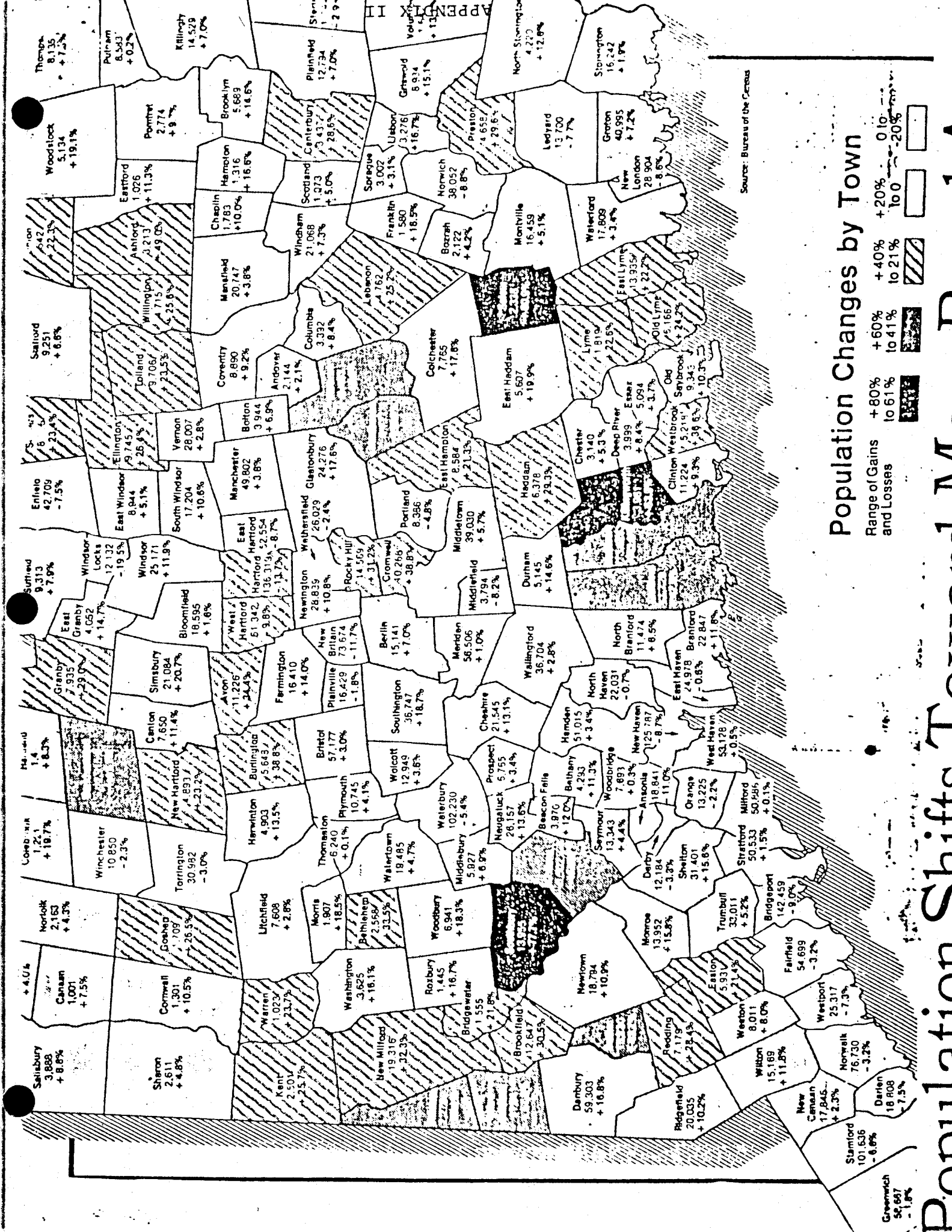
Bendana, Ernest J. (S), General Manager  
Don International Service, Inc., 4 Landmark Square,  
Stamford, CT 06901 (203) 324-7177

Kaiser, James F. (S), Marketing Service Rep.  
Puerto Rico Marine Management Inc., P.O. Box 2261  
Enfield, CT 06082 (203) 246-6824

Karaffa, Linda (M), Sales/Order Administrator  
Norseland Foods, Inc., 100 Prospect Street  
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Kemp, Randall, (A), Supervisor, Sales Service  
Stauffer Chemical Company  
Westport, CT 06881 (203) 222-4330





# Population Changes by Town

Range of Gains and Losses

+80%	+60%	+40%	+20%	0 to -20%
1061%	1041%	1021%	100	-20%

Source: Bureau of the Census

# Population Shifts Toward More Diverse Towns

Greenwich 56,697 -1.8%

Stamford 101,636 -6.6%

New Canaan 17,845 +2.3%

Westport 25,317 -7.3%

Northwalk 76,730 -3.2%

Wilton 15,169 +11.8%

Weston 8,011 +8.0%

Redding 20,035 +10.2%

Danbury 59,303 +16.8%

Brookfield 12,647 +30.5%

Bridgewater 1,555 +21.8%

Roxbury 1,445 +16.7%

Woodbury 6,941 +18.3%

Bethlehem 2,568 +31.5%

Morris 1,807 +18.5%

Litchfield 7,608 +2.8%

Warren 1,023 +23.7%

Kent 2,501 +25.7%

Sharon 2,611 +4.8%

Fairfield 54,699 -3.2%

Bridgeport 142,459 -9.0%

Stratford 50,533 +1.5%

Trumbull 32,011 +5.2%

Shelton 31,401 +15.6%

Derby 12,184 -3.3%

Monroe 13,952 +15.8%

Newtown 18,784 +10.9%

Beacon Falls 3,876 +12.0%

Bath 4,293 +11.3%

Hendon 51,015 +3.4%

Prospect 5,755 +3.4%

Nequatic 28,157 +13.6%

Middlebury 5,827 +6.9%

Waterbury 102,230 +5.4%

Wolcott 12,949 +3.6%

Bristol 57,177 +3.0%

Southampton 36,747 +18.7%

Plainville 16,429 -1.8%

East Haven 24,978 +0.6%

West Haven 53,128 +0.9%

Orange 13,225 -2.2%

New Haven 25,787 -8.7%

Woodbridge 7,693 +4.4%

North Haven 22,031 -0.7%

Cheshire 21,545 +13.1%

Meriden 56,506 +1.0%

Wallingford 36,704 +2.8%

Meriden 56,506 +1.0%

Southampton 36,747 +18.7%

Berlin 15,141 +7.0%

Plainville 16,429 -1.8%

Ferrisburgh 16,410 +14.0%

Westford 11,226 +24.4%

Burlington 5,643 +38.8%

Winchester 10,850 -2.3%

Norfolk 2,163 +4.3%

Canaan 1,001 +7.5%

Stratford 50,533 +1.5%

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Ferrisburgh 16,410 +14.0%

Westford 11,226 +24.4%

Kikta, Richard (M)  
21 Turn of River Road (Residence)  
Stamford, CT 06902 (203) 322-1189

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Leone, Cesidia (M), Export/Import Manager  
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Ampacet International Corp., 250 South Terrace Ave.  
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Great Waters of France, Inc., 777 W. Putnam Avenue,  
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Mayer, Willaim J. (M), Export Traffic Manager  
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AMAX Chemical Corp., 35 Mason Street,  
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 Kero-Sun Inc., Route 7,  
 Kent, CT 06757 (203) 927-4611

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Myers, John E. (M)  
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 Naugatuck, CT 06770 (203) 723-3750

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 Stamford, CT 06902 (203) 324-3158

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 New York, NY 10048 (203) 432-1500

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Schlesinger, Peter K. (S), Import Manager  
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 Fairfield, CT 06430 (203) 366-0032

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 Carl G. Brimmekamp & Co., Inc., 102 Hamilton Avenue,  
 Stamford, CT 06902 (203) 325-4101

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 Greenwich, CT 06830 (203) 552-2380

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 Stamford, CT 06902 (203) 357-1450

Shugg, Elizabeth B. (M), Traffic Manager  
 Combe Incorporated, 1101 Westchester Avenue  
 White Plains, NY 10601 (914) 694-5454

Siemers, William H. (S), President  
 Siemers Steamship Agency Inc., 550 Mamaroneck Avenue  
 Harrison, NY 10528 (914) 835-4845

Skowronski, Robin L. (M), Physical Distribution Specialist/Export  
 Copper  
 Amax Nickel, Inc., One Greenwich Plaza  
 Greenwich, CT 06830 (203) 622-3436

Smith, Marguerite E. (M), Domestic Traffic Supervisor Kero-Sun, In., Main Street, Kent, CT 06757	(203)	927-4611
Smith, Norman (M), Manager, Export Customer Service The Perkin-Elmer Corp., Main Street, Norwalk, CT 06856	(203)	762-4017
Snyder, Esmee J. (M), Physical Dist. Specialist Amax Nickel Inc., One Greenwich Plaza, Greenwich, CT 06830	(203)	622-3436
Stolnick, Rita (M) U.S. Electric Motors Division, Emerson Electric Co., 125 Old Gate Lane, Milford, CT 06460	(203)	878-9311
Swanson, Paul A. (M), Traffic Manager ASEA Inc., 4 New King Street, White Plains, NY 10604	(914)	428-6000
Tetrault, Curt (M), President Associated Computer Products, 887 Main Street, Monroe, CT 06468		
Tiebout, William B. III (M), International Transportation Services Stauffer Chemical Company Westport, CT 06881	(203)	222-4325
Tomkiw, Kathleen (M), Traffic Manager U.S. Surgical Corporation, 150 Glover Avenue Norwalk, CT 06850	(203)	866-5050
Turner, Samuel M. (M), Export/Import Assistant Traffic Manager American Can Company, American Lane, Greenwich, CT 06830	(203)	552-2381
Turner, Tim (M), International Sales Service Capitol Magnetic Prod., 100 Research Drive, Glenbrook, CT 06906	(203)	324-2151
Urda, Walter L. (S), President Seven Seas Shipping Co., 36 Fieldcrest Drive, Ridgefield, CT 06877	(203)	438-3000
Vargas, Nelson R. (M), Assistant Administrator Transcience Inc., 179 Ludlow Street, Stamford, CT 06902	(203)	327-7810
Vento, Charles F. (M), Manager, Physical Distribution Amax Nickel Inc., One Greenwich Plaza Greenwich, CT 06830	(203)	622-3435
Vidal, J.A. (M), Assistant, Vice President Becker Industries Corp., 124 West Putnam Avenue, Greenwich, CT 06830	(203)	622-5700

Virgulak, Robert J. (M), Traffic Manager  
E Z America Ltd., 111 Prospect Street,  
Stamford, CT 06901 (203) 357-8380

Waggaman, Eugene S. III (M), Supervisor, International Dist.  
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Greenwich, CT 06830 (203) 661-2233

Waller, Douglas (M), International Transportation Analyst  
Stauffer Chemical Company  
Westport, CT 06881 (203) 222-4328

Ward, Colby M. (M), Manager, International Distribution  
Xerox Corp.,  
Stamford, CT 06904 (203) 329-8711

Westbrook (Kelly), Nancy (M), President  
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Valhalla, NY 10595 (914) 949-0479

Westerman, James (M), International Traffic  
Remington Arms, 939 Barnum Avenue,  
Bridgeport, CT 06608 (203) 333-1112

Whitlock, John T. (M), Supervisor, Sales Svc.  
Stauffer Chemical Company,  
Westport, CT 06881 (203) 222-4334

Wintle, Edwin P. (M), Traffic Manager  
Lone Star Industries, One Greenwich Plaza,  
Greenwich, CT 06830 (203) 661-3100

Zambrano, Gumersindo (M), Traffic Manager  
Pepsico Inc.,  
Purchase, NY 10577 (914) 253-2550

Zbyszewski, Pierre (M), Export Sales Rep.  
Vanderbilt Export Corp., 30 Winfield Street,  
Norwalk, CT 06855 (203) 853-1400



# The Kanthal Corporation

March 22, 1982

Mr. John Fitzsimmons  
Chairman Accounting and Finance Department  
Western Connecticut State College  
181 White Street  
Danbury, CT 06810

Dear Mr. Fitzsimmons:

The Kanthal Corporation produces a broad range of electric resistance materials and furnace elements that satisfy the needs of the appliance and furnace industries. Kanthal's worldwide marketing organization has its headquarters in Hallstahammar, Sweden and has subsidiaries in 13 countries. Our plant in Bethel is one of these subsidiaries and we are therefore able to take advantage of our parent company's global structure.

We have been informed of your proposal to have an International Business concentration within the MSA program of Western's Ansell School of Business and we support your efforts. Such a program would present a very useful opportunity for our management employees. We encourage you to continue to expand your course offerings in this direction.

Very truly yours,

THE KANTHAL CORPORATION

*E. Roger Clark*  
E. Roger Clark  
Director of Marketing

ERC:drp

CC: Mr. Frederick J. Leuthauser  
Executive Assistant to the President  
Western Connecticut State College  
181 White Street  
Danbury, CT 06810

Appendix IV





March 25, 1982

Dr. Constantine Kalogeras  
Dean, Ancell School of Business  
Lake Avenue Extension  
Danbury, CT 06810

Dear Gus:

I enjoyed our informal meeting and tour of your new campus and the Ancell School of Business. That building represents a commitment by WestConn to students of many ages who are pursuing a course that provides them with career opportunities, and provides businesses with potential employees. Both, of course, are significant contributions to the quality of life in our area.

Of special interest to many members of the Chamber, who more and more find they are dealing internationally, is your proposed concentration in international business within the NSA Program. The more I learn about businesses in this area, the more I am surprised to find the large and increasing involvement in exporting and importing, and the more aware I have become of the presence of the multinational and national corporations whose corporate headquarters include personnel dealing with international markets. This new concentration adds a dimension to local educational offerings that can only increase the reputation for service that the Ancell School has earned, and provide inducements both now and for the future that will aid recruitment efforts and job creation in our area.

Please keep me informed of your progress so that the Chamber may keep its membership up to date on your course offerings.

Sincerely,

Robert D. Godfrey  
Acting President

RDG/kh  
bcc: Fred Leuthauser

Greater Danbury Chamber of Commerce, Inc.  
72 West Street • Danbury, Connecticut 06810 • 203/743-5565

Appendix IV

The Perkin-Elmer Corporation  
Danbury, Connecticut 06810, USA

Paul E. Petty  
Vice President, Deputy Group General Manager  
Government Systems Operations  
Optical Group

March 31, 1982

Dr. John Fitzsimmons  
Chairman, Accounting and Finance Dept.  
ANCELL SCHOOL OF BUSINESS  
Western Connecticut State College  
181 White Street  
Danbury, CT 06810

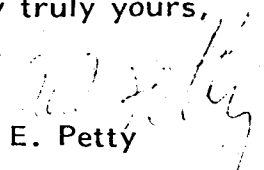
Dear Dr. Fitzsimmons:

The International Business Concentration which you plan to offer through the Ancell School of Business' MSA program is of particular interest to Perkin-Elmer.

As you know, Perkin-Elmer develops and manufactures a wide range of high technology products which serve worldwide industrial, scientific, business, and government markets. As a multi-national company, Perkin-Elmer derived 46 percent of its 1980 sales from markets outside the United States, and currently employs over 4,000 men and women in 29 countries throughout the world.

In order for Perkin-Elmer to continue its growth worldwide, we need resources such as your proposed International Business Concentration, which would broaden our knowledge and sharpen our management skills.

Very truly yours,

  
Paul E. Petty

PEP:bs

Appendix IV



UNION CARBIDE CORPORATION OLD RIDGEBURY ROAD, DANBURY, CT 06817

May 13, 1982

Mr. John Fitzsimmons  
Chairman Accounting and Finance Department  
Western Connecticut State College  
181 White Street  
Danbury, Connecticut 06810

Dear Mr. Fitzsimmons:

With consolidated sales of more than \$10 billion in 1981, Union Carbide Corporation ranks among the largest industrial companies in the United States and the world. International operations contributed about one-third of total sales in 1981.

Your proposal of International Business concentration within the MSA program at Ansell School of Business has our support. This program would aid persons in developing specific expertise that is important to the business community.

Sincerely,

A handwritten signature in cursive script that reads "A. C. Stewart".

Dr. A. C. Stewart  
Director, University Relations

cmf  
cc: B.A. Davila

Appendix IV



# Pitney Bowes

Vice President  
International Operations

June 3, 1982

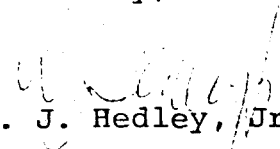
Professor John Fitzsimmons, Chairman  
Accounting and Finance  
Western Connecticut State College  
181 White Street  
Danbury, Connecticut 06810

Dear Professor Fitzsimmons:

Pitney Bowes Inc. is a \$1.4 billion company and the largest manufacturer of postal equipment in the world. We also offer a full line of business systems equipment and price marking equipment, and are in business supplies, catalogues and similar type businesses. We operate in over 100 countries in the world through either manufacturing, marketing subsidiaries or through independent dealers. Our headquarters are in Stamford, Connecticut.

We were interested to learn of your proposal regarding expansion of international business concentration within the MSA program and we support your efforts. We believe this program would offer opportunities to our employees in southwestern Connecticut and to the corporations operating in that area.

Sincerely,

  
W. J. Hedley, Jr.

WJH:lf

Appendix IV

# Ethan Allen inc.

ETHAN ALLEN DRIVE, DANBURY, CONN. 06810  
203-743-8000 CABLE: ETHNALLEN

June 3, 1982

Dr. John Fitzsimmons  
Chairman, Accounting and Finance Dept.  
ANCELL SCHOOL OF BUSINESS  
Western Connecticut State College  
181 White Street,  
Danbury, CT 06810

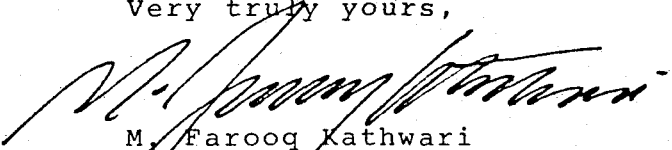
Dear Dr. Fitzsimmons:

I have had an opportunity to review your proposed curriculum for an MSA Concentration in International Business.

Ethan Allen is involved in international business on a world-wide basis and we find that such a program would present a useful opportunity for management employees and other companies involved with international business.

We wish you all the luck.

Very truly yours,



M. Farooq Kathwari  
Sr. Vice President

MFK/db

Appendix IV

Table 5. Manufacturing Industries—Shipments and Employment Related to Manufactured Exports for States by Major Industry Group: 1980—Continued

SIC code	State by major industry group	Value of manufacturers' shipments					Manufacturing employment					Relative standard error of estimate (%)	
		Total <sup>1</sup> (million dollars)	Direct exports <sup>2</sup> (million dollars)	Supporting exports <sup>3</sup> (million dollars)	Total exports related <sup>4</sup> (million dollars)	Total exports <sup>5</sup> (million dollars)	Total <sup>1</sup> (1,000)	Direct export <sup>2</sup> (1,000)	Supporting <sup>3</sup> (1,000)	Total as percent of total <sup>4</sup> (1,000)	Total as percent of total <sup>5</sup> (1,000)		
													A
CALIFORNIA--CONTINUED													
--	ADMINISTRATIVE AND AUXILIARY. . . . .	(X)	(X)	(X)	(X)	(X)	99.4	(X)	13.4	13.4	13.4	1	1
--	COLORADO. . . . .	15,546.7	1,059.4	635.6	1,695.0	10.9	187.1	14.6	9.7	24.3	12.9	2	3
20	FOOD AND KINDRED PRODUCTS. . . . .	4,225.0	87.4	76.7	164.1	3.8	21.6	.2	.4	.6	2.7	6	11
22	TEXTILE MILL PRODUCTS. . . . .	7.1	.1	.5	.6	.4	.2	(2)	(2)	(2)	(2)	1	1
23	APPAREL, OTH. TEXTILE PRODS. . . . .	138.5	6.4	15.2	21.6	15.5	3.8	.1	.4	.5	13.1	20	24
24	LUMBER AND WOOD PRODUCTS. . . . .	339.0	4.6	19.6	24.2	7.1	5.7	(2)	.3	.3	5.2	74	68
25	FURNITURE AND FIXTURES. . . . .	107.9	.4	.9	1.3	1.2	2.2	(2)	(2)	(2)	(2)	1	1
26	PAPER AND ALLIED PRODUCTS. . . . .	171.7	.1	15.4	15.5	9.0	1.8	(2)	.2	.2	11.1	1	1
27	PRINTING AND PUBLISHING. . . . .	889.3	16.7	11.3	28.0	3.1	20.9	.2	.3	.5	2.3	4	5
28	CHEMICALS, ALLIED PRODUCTS. . . . .	263.9	36.2	22.5	58.7	22.2	2.5	.7	.2	.4	15.9	1	1
29	PETROLEUM AND COAL PRODUCTS. . . . .	302.5	.1	9.5	9.6	3.1	.8	(2)	(2)	(2)	(2)	1	1
30	RUBBER, MISC. PLASTICS PROD. . . . .	435.0	39.5	31.7	71.2	16.3	7.8	.6	.6	1.2	15.3	12	16
33	PRIMARY METAL INDUSTRIES. . . . .	832.6	81.9	127.8	209.7	25.1	7.8	.5	1.2	1.7	21.7	1	1
34	FABRICATED METAL PRODUCTS. . . . .	1,036.4	35.6	57.4	93.0	8.9	16.0	.8	.8	1.2	8.1	17	19
35	MACHINERY, EXCEPT ELECTRIC. . . . .	1,270.6	300.6	84.3	384.9	22.5	25.7	1.4	1.1	5.2	20.2	2	4
36	ELECTRIC, ELECTRONIC EQUIP. . . . .	1,234.8	121.1	58.3	179.4	14.5	17.9	2.3	1.1	3.4	18.9	8	12
37	TRANSPORTATION EQUIPMENT. . . . .	1,062.2	10.1	36.2	46.3	4.0	10.5	.4	.4	.5	4.7	35	28
38	INSTRUMENTS, RELATED PRODS. . . . .	1,918.7	242.7	16.1	258.8	13.4	17.2	4.5	.3	4.8	27.9	2	2
39	MISC. MANUFACTURING INDUS. . . . .	188.7	11.8	35.5	47.3	25.1	4.7	.1	.9	1.0	21.2	8	7
--	ADMINISTRATIVE AND AUXILIARY. . . . .	(X)	(X)	(X)	(X)	(X)	8.6	(X)	1.0	1.0	11.6	1	1
CONNECTICUT		28,043.4	2,865.0	1,995.1	4,860.1	17.3	462.7	37.6	36.3	73.9	15.9	2	2
20	FOOD AND KINDRED PRODUCTS. . . . .	1,098.0	59.2	19.2	78.4	7.1	10.3	.1	.2	.3	2.9	48	47
22	TEXTILE MILL PRODUCTS. . . . .	455.1	22.4	29.6	52.0	11.4	9.2	.1	.7	.8	8.6	21	23
23	APPAREL, OTH. TEXTILE PRODS. . . . .	449.9	13.0	18.7	31.7	7.0	11.5	.2	.5	.7	6.0	60	60
24	LUMBER AND WOOD PRODUCTS. . . . .	88.9	.4	6.8	7.2	8.0	1.9	(2)	.1	.1	5.2	1	1
25	FURNITURE AND FIXTURES. . . . .	199.5	6.0	1.7	7.7	3.8	4.3	.1	(2)	.1	2.3	4	5
26	PAPER AND ALLIED PRODUCTS. . . . .	781.0	37.5	57.6	95.1	12.1	7.4	.3	.6	.9	12.1	23	19
27	PRINTING AND PUBLISHING. . . . .	1,226.8	38.6	15.3	53.9	4.3	25.3	.4	.3	.7	2.7	29	31
28	CHEMICALS, ALLIED PRODUCTS. . . . .	1,889.9	208.7	109.1	317.8	16.8	13.6	1.4	.9	2.3	16.9	2	2
29	PETROLEUM AND COAL PRODUCTS. . . . .	82.2	1.1	2.5	3.6	4.3	.6	(2)	(2)	(2)	(2)	1	1
30	RUBBER, MISC. PLASTICS PROD. . . . .	749.5	23.7	58.1	81.8	10.9	13.1	.2	1.0	1.2	9.1	15	16
32	STONE, CLAY, GLASS PRODUCTS. . . . .	377.3	8.4	18.6	27.0	7.1	6.8	.1	.4	.5	7.3	16	17
33	PRIMARY METAL INDUSTRIES. . . . .	2,288.5	102.3	336.9	439.2	19.1	21.4	.9	3.1	4.0	18.6	22	25
34	FABRICATED METAL PRODUCTS. . . . .	2,888.5	183.5	241.8	425.3	14.7	52.0	3.0	4.5	7.5	14.4	4	4
35	MACHINERY, EXCEPT ELECTRIC. . . . .	3,473.1	490.5	245.9	736.4	21.2	62.8	7.7	4.6	12.3	19.5	5	6
36	ELECTRIC, ELECTRONIC EQUIP. . . . .	2,938.8	305.9	195.9	501.8	17.0	48.7	4.9	3.3	8.2	16.8	8	5
37	TRANSPORTATION EQUIPMENT. . . . .	6,611.4	943.7	468.5	1,412.2	21.3	89.1	11.6	5.7	17.3	19.4	3	2
38	INSTRUMENTS, RELATED PRODS. . . . .	1,668.2	319.5	41.0	360.5	21.6	23.9	4.4	.7	5.1	21.3	2	2
39	MISC. MANUFACTURING INDUS. . . . .	710.0	76.4	127.5	203.9	26.7	13.3	1.5	2.4	3.9	29.3	14	17
--	ADMINISTRATIVE AND AUXILIARY. . . . .	(X)	(X)	(X)	(X)	(X)	46.2	(X)	7.3	7.3	15.8	1	1
DELAWARE. . . . .		8,029.6	342.3	407.7	750.0	9.3	70.5	2.4	7.2	9.6	13.6	3	4
20	FOOD AND KINDRED PRODUCTS. . . . .	1,502.3	21.1	27.4	48.5	3.2	8.5	.1	.2	.3	3.5	5	6
22	TEXTILE MILL PRODUCTS. . . . .	29.3	1.2	2.1	3.3	11.2	.7	(2)	(2)	(2)	(2)	1	1
23	APPAREL, OTH. TEXTILE PRODS. . . . .	35.8	.4	1.9	2.3	6.4	1.0	(2)	.1	.1	9.9	1	1
24	LUMBER AND WOOD PRODUCTS. . . . .	19.3	.1	.2	.2	1.0	(2)	(2)	(2)	(2)	(2)	1	1
27	PRINTING AND PUBLISHING. . . . .	75.3	.2	1.0	1.2	1.5	1.6	(2)	(2)	(2)	(2)	1	1
28	CHEMICALS, ALLIED PRODUCTS. . . . .	1,360.3	118.3	167.0	265.3	20.9	8.2	.8	1.0	1.8	21.9	9	7
30	RUBBER, MISC. PLASTICS PROD. . . . .	225.1	43.4	14.5	57.9	25.7	2.2	.3	.1	.4	18.1	8	17
34	FABRICATED METAL PRODUCTS. . . . .	84.8	.9	2.8	3.7	4.3	1.7	(2)	.1	.1	5.8	1	1
35	MACHINERY, EXCEPT ELECTRIC. . . . .	122.3	30.8	5.8	36.6	29.9	2.1	.4	.1	.5	23.8	2	5
36	ELECTRIC, ELECTRONIC EQUIP. . . . .	97.8	29.6	4.7	34.3	35.0	1.0	.2	(2)	.2	19.9	1	1
39	MISC. MANUFACTURING INDUS. . . . .	7.6	.2	1.5	1.7	22.3	.3	(2)	(2)	(2)	(2)	1	1
DISTRICT OF COLUMBIA. . . . .		1,232.2	7.7	22.6	30.3	2.4	17.3	(2)	.4	.4	2.3	37	44
20	FOOD AND KINDRED PRODUCTS. . . . .	100.9	.5	1.9	2.4	2.3	1.2	(2)	(2)	(2)	(2)	1	1
24	LUMBER AND WOOD PRODUCTS. . . . .	10.5	(2)	.8	.8	7.6	.2	(2)	(2)	(2)	(2)	1	1
27	PRINTING AND PUBLISHING. . . . .	1,033.9	4.3	13.3	17.6	1.7	12.8	(2)	.2	.2	1.5	69	1
34	FABRICATED METAL PRODUCTS. . . . .	19.8	.4	.4	.8	4.0	.5	(2)	(2)	(2)	(2)	1	1
35	MACHINERY, EXCEPT ELECTRIC. . . . .	11.5	1.6	.7	2.3	19.9	.3	(2)	(2)	(2)	(2)	45	50
36	ELECTRIC, ELECTRONIC EQUIP. . . . .	4.3	(2)	.1	.1	2.3	.1	(2)	(2)	(2)	(2)	1	1
37	TRANSPORTATION EQUIPMENT. . . . .	6.9	(2)	.1	.1	1.4	.1	(2)	(2)	(2)	(2)	1	1
38	INSTRUMENTS, RELATED PRODS. . . . .	1.5	(2)	.1	.1	6.6	(2)	(2)	(2)	(2)	(2)	1	1
39	MISC. MANUFACTURING INDUS. . . . .	1.9	.2	.3	.5	26.3	.1	(2)	(2)	(2)	(2)	1	1
--	ADMINISTRATIVE AND AUXILIARY. . . . .	(X)	(X)	(X)	(X)	(X)	1.4	(X)	.1	.1	7.1	1	1
FLORIDA. . . . .		33,286.3	3,490.1	1,558.7	5,048.8	15.1	451.7	43.6	22.9	66.5	14.7	4	14
20	FOOD AND KINDRED PRODUCTS. . . . .	8,092.1	235.2	145.6	380.8	4.7	46.7	1.8	.8	2.6	5.5	2	2
22	TEXTILE MILL PRODUCTS. . . . .	158.0	1.9	4.3	6.2	3.9	3.7	(2)	.1	.1	2.7	17	1
23	APPAREL, OTH. TEXTILE PRODS. . . . .	849.1	126.0	54.0	180.0	21.1	38.9	9.3	2.0	11.3	29.0	84	85
24	LUMBER AND WOOD PRODUCTS. . . . .	1,361.4	23.3	84.7	108.0	7.9	25.6	.2	1.7	1.9	7.4	44	49
25	FURNITURE AND FIXTURES. . . . .	443.4	2.6	4.0	6.6	1.4	10.7	(2)	.1	.1	.9	1	1
26	PAPER AND ALLIED PRODUCTS. . . . .	2,071.3	365.4	129.8	495.2	23.9	16.2	2.0	1.1	3.1	19.1	1	2
27	PRINTING AND PUBLISHING. . . . .	1,899.7	25.1	24.2	49.3	2.5	37.7	.5	.5	1.0	2.6	21	24
28	CHEMICALS, ALLIED PRODUCTS. . . . .	4,330.1	1,296.1	386.3	1,682.4	36.8	23.0	5.0	2.0	7.0	30.4	7	9
30	RUBBER, MISC. PLASTICS PROD. . . . .	676.1	12.2	53.1	65.3	9.6	14.5	.2	1.1	1.3	8.9	31	53
31	LEATHER, LEATHER PRODUCTS. . . . .	156.1	8.0	1.1	9.1	5.8	6.1	.2	(2)	.2	3.2	7	7
32	STONE, CLAY, GLASS PRODUCTS. . . . .	1,702.8	10.7	70.1	80.8	4.7	18.1	.1	.8	.9	4.9	16	22
33	PRIMARY METAL INDUSTRIES. . . . .	613.7	69.1	88.1	157.2	25.6	6.2	.3	.9	1.2	19.3	21	26
34	FABRICATED METAL PRODUCTS. . . . .	2,156.8	85.1	94.0	179.1	8.3	29.0	1.1	1.4	2.5	8.6	13	22
35	MACHINERY, EXCEPT ELECTRIC. . . . .	1,792.4	421.7	87.8	509.5	28.4	31.0	5.5	1.7	7.2	23.2	6	7
36	ELECTRIC, ELECTRONIC EQUIP. . . . .	3,446.6	362.2	186.2	550.4	15.6	64.2	5.8	3.6	9.4	14.6	3	4
37	TRANSPORTATION EQUIPMENT. . . . .	2,164.7	358.4	55.3	413.7	19.1	43.5	9.7	1.2	10.9	25.0	4	3
38	INSTRUMENTS, RELATED PRODS. . . . .	541.8	57.4	9.0	66.4	12.2	11.7	.1	.2	1.3	11.1	6	8
39	MISC. MANUFACTURING INDUS. . . . .	328.4	22.1	61.6	83.7	25.4	7.3	.1	1.4	1.5	20.5	43	44
--	ADMINISTRATIVE AND AUXILIARY. . . . .	(X)	(X)	(X)	(X)	(X)	13.9	(X)	2.1	2.1	15.1	1	1

See Instructions at end of Table.

Table 4. Exports and Export-Related Employment for Large Standard Metropolitan Statistical Areas, by Industry Group: 1976—Continued

Code	Standard metropolitan statistical area by industry group	Value of shipments			Manufacturing employment			Relative standard error of estimate (percent) for column—	
		Total <sup>1</sup>	For exports <sup>2</sup>	Exports as percent of total	Total <sup>1</sup>	Export related <sup>3</sup>	Export employment as percent of total <sup>4</sup>		
		(million dollars)	(million dollars)		(1,000)	(1,000)		A	D
DALLAS-FORT WORTH, TEX--CONTINUED									
20	FOOD AND KINDRED PRODUCTS . . . . .	2,268.5	24.7	1.1	20.4	0.1	0.5	2	8
201	MEAT PRODUCTS . . . . .	278.7	2.4	0.9	2.6	(2)	(2)	4	4
23	APPAREL, OTH. TEXTILE PRODS. . . . .	679.7	7.6	1.1	23.5	0.1	0.5	5	11
232	MEN'S AND BOYS' FURNISHINGS . . . . .	248.6	4.2	1.7	4.4	(2)	(2)	6	9
239	MISC. FABRICATED TEXTILE PRODS . . . . .	86.0	1.4	1.7	3.5	0.1	2.9	13	5
24	LUMBER AND WOOD PRODUCTS . . . . .	192.4	3.7	1.9	4.5	0.1	2.2	10	16
25	FURNITURE AND FIXTURES . . . . .	168.6	1.0	0.6	5.6	(2)	(2)	7	8
26	PAPER AND ALLIED PRODUCTS . . . . .	427.1	1.6	0.4	6.8	(2)	(2)	2	2
265	PAPERBOARD CONTAINERS AND BOXES . . . . .	236.6	0.9	0.4	3.6	(2)	(2)	3	3
27	PRINTING AND PUBLISHING . . . . .	647.2	4.4	0.7	18.0	0.1	0.5	6	6
275	COMMERCIAL PRINTING . . . . .	232.9	3.5	1.5	6.3	0.1	1.6	14	14
28	CHEMICALS, ALLIED PRODUCTS . . . . .	791.4	37.9	4.8	7.1	0.4	5.6	6	4
30	RUBBER, MISC. PLASTICS PROD. . . . .	269.7	3.4	1.3	6.6	0.1	1.5	4	8
32	STONE, CLAY, GLASS PRODUCTS . . . . .	464.8	1.5	0.3	6.7	(2)	(2)	8	8
33	PRIMARY METAL INDUSTRIES . . . . .	242.0	8.0	3.3	4.6	(2)	(2)	8	17
34	FABRICATED METAL PRODUCTS . . . . .	907.0	23.2	2.6	19.7	0.5	2.7	6	7
344	FABRICATED STRUC. METAL PRODS . . . . .	432.3	10.2	2.4	9.8	0.2	2.0	7	10
349	MISC. FABRICATED METAL PRODUCTS . . . . .	156.9	5.7	3.6	3.8	0.1	2.8	21	23
35	MACHINERY, EXCEPT ELECTRIC . . . . .	1,591.7	270.4	17.0	32.6	4.7	14.5	2	3
353	CONSTRUCTION, RELATED MACHINERY . . . . .	517.6	146.3	28.3	10.2	2.5	24.5	3	5
358	REFRIGERATION AND SERVICE MACH . . . . .	378.5	26.6	7.0	5.8	0.4	6.9	1	1
36	ELECTRIC, ELECTRONIC EQUIP . . . . .	1,800.7	282.1	15.7	38.9	7.0	17.9	2	2
367	ELECTRONIC COMPONENTS, ACCESS. . . . .	550.5	182.4	33.1	14.9	4.8	32.2	2	2
37	TRANSPORTATION EQUIPMENT . . . . .	3,235.2	600.9	18.6	39.2	7.1	18.1	2	2
371	MOTOR VEHICLES AND EQUIPMENT . . . . .	1,406.5	6.2	0.4	7.4	0.2	2.7	5	8
38	INSTRUMENTS, RELATED PRODS . . . . .	209.4	31.2	14.9	3.0	0.4	13.3	4	12
39	MISC. MANUFACTURING INDUS. . . . .	127.0	8.9	7.0	3.2	0.1	3.1	17	16
DANBURY, CONN. . . . .		851.8	84.8	10.0	16.1	1.4	8.7	3	4
DAVENPORT-ROCK ISLAND-MOLINE, IOWA, ILL.									
20	FOOD AND KINDRED PRODUCTS . . . . .	620.9	20.7	3.3	3.4	0.2	5.9	4	13
201	MEAT PRODUCTS . . . . .	476.0	20.0	4.2	2.6	0.2	7.7	1	1
33	PRIMARY METAL INDUSTRIES . . . . .	566.2	23.9	4.2	5.6	0.2	3.6	5	12
34	FABRICATED METAL PRODUCTS . . . . .	106.1	3.2	3.0	2.9	0.1	3.4	11	12
35	MACHINERY, EXCEPT ELECTRIC . . . . .	2,026.0	360.1	17.8	23.2	3.8	16.5	1	2
353	CONSTRUCTION, RELATED MACHINERY . . . . .	336.3	97.9	29.1	4.8	1.3	27.1	1	1
DAYTON, OHIO . . . . .		5,209.0	371.3	7.1	93.5	6.4	6.9	1	1
20	FOOD AND KINDRED PRODUCTS . . . . .	449.9	1.6	0.4	3.6	(2)	(2)	4	1
26	PAPER AND ALLIED PRODUCTS . . . . .	298.9	6.4	2.1	4.5	0.1	2.2	4	9
264	MISC. CONVERTED PAPER PRODUCTS . . . . .	167.4	6.3	3.7	2.7	0.1	3.7	6	15
27	PRINTING AND PUBLISHING . . . . .	327.8	0.2	(2)	7.6	(2)	(2)	7	4
30	RUBBER, MISC. PLASTICS PROD. . . . .	645.7	25.2	3.9	10.8	0.4	3.7	1	4
34	FABRICATED METAL PRODUCTS . . . . .	307.9	16.2	5.3	8.6	0.3	3.3	6	8
349	MISC. FABRICATED METAL PRODUCTS . . . . .	138.7	14.5	10.5	3.2	0.3	9.6	7	19
35	MACHINERY, EXCEPT ELECTRIC . . . . .	1,151.7	153.4	13.3	22.1	2.6	11.7	2	3
354	METALWORKING MACHINERY . . . . .	190.5	20.6	10.9	5.8	0.5	8.5	9	9
355	SPECIAL INDUSTRY MACHINERY . . . . .	132.4	41.1	31.1	2.7	0.8	29.6	4	6

See footnotes at end of table.

WCSC - Application for Planning Approval

NEW PROGRAM FISCAL IMPACT STATEMENT

	1982-83	1983-84	19 First Year of Full Operation (if different from
	Year 1	Year 2	
<u>ESTIMATED NEW EXPENDITURES</u>			
Personnel (Faculty & Support)			
Full-time Positions			
Number	0	0	
Salaries-General Fund			
Salaries-Extension Fund			
Part-time Positions			
Number	3	3	
Salaries-General Fund			
Salaries-Extension Fund	\$4,400	\$4,400	
Other Expenses			
General Fund			
Extension Fund	\$1,000	\$1,000	
	journals		
Equipment (inc. Library Bks.)			
General Fund			
Extension Fund	\$2,000	\$1,000	
<b>TOTAL NEW EXPENDITURES</b>			
General Fund			
Extension Fund	\$7,400	\$6,400	

ESTIMATED REVENUE & ENROLLMENT

Projected Enrollment (Headcount)			
Full-time Students	0	0	
Part-time Students	12	20	
Income from Students			
General Fund Tuition	0	0	
Extension Fund Fees	\$5,040	\$8,400	
Funds Available from Other Sources (such as federal, private, corporation or foundation grants)	0	0	

USE OF CURRENT RESOURCES

(If plans include the use of current faculty and resources, please explain). Faculty members listed in Q 4A will continue to teach courses in this concentration.



ENRICHMENT COURSES AVAILABLE ON CAMPUS

IT 150-151 Audio Lingual Italian I & II  
IT 160 Elements of Italian  
SPA 150-151 Audio Lingual Spanish I & II  
FRE 150-151 Audio Lingual French I & II  
GRE 150-151 Audio Lingual German I & II  
POR 150-151 Audio Lingual Portuguese I & II  
SS 107 Mid-Eastern Culture  
SS 104 Jananese Culture  
SS 103 Chinese Culture  
PS 200 International Relations  
ECO 201/504 Comparative Economic Systems  
ECO 300 Theory of International Economics  
HIS/PS 552 The International Oil Industry: Power Politics  
and Social Change  
GEO 501 Regional Study: Geographical Basis of Selected Regions  
of Europe  
GEO 502 The USSR: A Region Analysis  
GEO 503 Africa: Geographical Basis of Current Problems  
PS 536 Culture Shock in the Middle East  
SS 537 Southern Asia: Peoples, Culture, Problems  
SS 538 Indonesia: Past, Present, Potential