



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

PUBLIC AND NONPROFIT ADMINISTRATION CONCENTRATION
Within The
MASTER OF SCIENCE IN ADMINISTRATION
At
WESTERN CONNECTICUT STATE COLLEGE

January 9, 1981

RESOLVED, That under the authority granted the Board of Trustees in Chapter 164, Section 10-109 and Chapter 178, Section 10-325c of the Connecticut General Statutes, Western Connecticut State College is hereby authorized to submit a program proposal for a Public and Nonprofit Administration concentration within the Master of Science in Administration degree to the Board of Higher Education for planning approval.

A Certified True Copy:

A handwritten signature in cursive script that reads "James A. Frost". The signature is written over a horizontal line.

James A. Frost
Executive Director

DESCRIPTION OF PROPOSED ACADEMIC PROGRAM OR DEGREE

PROGRAM NAME Concentration in Public and Nonprofit Administration, MSA Degree	DATE OF SUBMISSION
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DEGREE (and abbreviation)
Master of Science in Administration (MSA)

SUBJECT FIELD CODE (No.) 2 1 0 2	TITLE Public Administration
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DEPARTMENT, SCHOOL OR COLLEGE
Ancell School of Business

INSTITUTION Western Connecticut State College	EXPECTED DATE OF COMPLETION Sept. 1981
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GEOGRAPHIC LOCATION OF PROGRAM
Danbury, Connecticut

INSTITUTIONAL EMPLOYER PERSON Dr. Thomas A. Porter	TITLE Executive Officer for Academic and Student Affairs	TELEPHONE 827-7700
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BOARD OF TRUSTEES STAFF PERSON (When Trustees Staff is involved)
Dr. Thomas A. Porter

SUMMARY (Describe the proposed academic program or degree. An additional sheet may be attached if necessary.)

The MSA concentration in public and nonprofit administration is designed to train students for a career in management or in a professional specialty in government and nonprofit organizations.

Students taking this concentration must complete a minimum of fifteen semester hours (15 S.H.) of core courses and a minimum of fifteen semester hours (15 S.H.) of courses in the concentration.

Common Core Requirements (15 S.H.):

- | | |
|--|--------|
| 1. MSA 501 Basic Concepts of Organizational Behavior | 3 S.H. |
| 2. MSA 502 Economic Analysis for Management | 3 S.H. |
| 3. MSA 506 Administrative Problems and Policy | 3 S.H. |
| 4. MSA 507 Control Accounting | 3 S.H. |
| 5. PA 501 Public Financial Administration | 3 S.H. |

Concentration Course Requirement (3 S.H.):

- | | |
|--|--------|
| MSA 590 Concentration Related Research Project | 3 S.H. |
| OR | |
| MSA 591 Directed Concentration Related Services Internship | 3 S.H. |

Public and Nonprofit Administration Concentration Electives (12 S.H.)

- | | |
|---|--------|
| 1. PA 510 Public Personnel Administration | 3 S.H. |
| 2. PA 511 Leadership and Supervision in Public and Nonprofit Management | 3 S.H. |
| 3. PA 512 Intergovernmental Relations and Grant Administration | 3 S.H. |
| 4. PA 513 Program Planning and Evaluation for Government and Nonprofit Agencies | 3 S.H. |
| 5. PA 514 Administrative Law | 3 S.H. |
| 6. PA/PS 553 Public Administration and Politics | 3 S.H. |

In addition, C.S. 150-Introduction to Computing is required for matriculation.

DO NOT FILL IN These items will be completed by the BHE for entry into the Informational System.	PLANNING APPROVAL ACTION		LICENSURE ACTION	
	SAAC _____	SCA _____	SAAC _____	BHE _____
	BHE _____			

WESTERN CONNECTICUT STATE COLLEGE

APPLICATION FOR PLANNING APPROVAL

I. PROGRAM DESCRIPTION

- A. In addition to the Application Summary statement, indicate what are the characteristics and purpose or educational objectives of the program. Identify the area or areas of specialization and subspecialties where appropriate.

The proposed concentration in public and nonprofit concentration is an integral part of the MSA degree. Students in this concentration take four MSA core courses which are relevant to the increased responsibilities they will meet as they ascend the ladder of middle management. All the objectives of the original MSA proposal of December 1976 apply to this concentration: provision of a broad overview of administration; development of perception of the administrative process; understanding of communication, finance, and organizational theory; improvement of productivity and efficiency; provision of effective group leadership process, etc. This concentration differs from the other concentrations in that it stresses the often radically different managerial environment of public and nonprofit organizations. Some specific differences are the lack of a profit motive; frequently inflexible civil service regulations and lockstep pay increments for all, regardless of job performance; the web of federal-state-local intergovernmental relationships; and much higher level of public visibility and scrutiny. Without an appreciation of these differences, students trained in business management alone will flounder in this different atmosphere.

- B. Where there may be a question of program articulation with other institutions, as is the case in sending or receiving transfer students, clinical or field work arrangements or preparation for higher studies, please indicate the situation with regard to the proposed program.

Not applicable.

- C. Indicate the geographic location (s) where the program will be offered. Provide an explanation if location is other than established campus.

Danbury, Connecticut

- D. If special program approval is needed for certification or licensure of

graduates for employment, identify the situation and intention of the institution toward securing such approval.

Not applicable.

II. JUSTIFICATION

- A. Relationship to master plan of institution, of its board of trustees, and of the Board of Higher Education should be explained.

A copy of the mission statement of Western Connecticut State College is attached.

A major mission of WCSC 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 original MSA program proposal of December, 1976, makes explicit notation that the degree is to "prepare persons currently working in industry, public agencies, and nonprofit organizations for positions of greater responsibility."

- B. Relationship to other programs

1. Indicate the relationship of the proposed program to other programs and resources in the institution.

This public and nonprofit administration 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 four MSA business core courses. Rather than starting a new program from scratch, this concentration builds on the existing resources of the MSA program.

2. Identify any similar existing or proposed academic programs or degrees in Connecticut in public, independent or proprietary institutions. Provide data and commentary to indicate that consideration has been given to the role of other institutions offering similar programs in the geographic area to be served by the proposed program.

There are no other MSA programs, much less MSA programs with public and nonprofit administration concentrations, in Connecticut. The closest equivalents are Master's Degree (MPA) programs in Public Administration, described below. These MPA programs differ in im-

portant respects from the MSA. One major difference is the lack of business courses in the MPA program. For example, no MPA degree program in the State requires an accounting course, as does the MSA degree. At this time, W.C.S.C. does not plan to propose an MPA degree.

The following State institutions offer the Master of Public Administration (MPA) degree:

1. University of Connecticut, Storrs - predominantly full time student degree program limited to the Storrs campus, 90 miles from Danbury. (Number of students - 60, Fall, 1980)
2. University of Hartford - full and part time student degree programs, 65 miles from the W.C.S.C. campus. (Number of students - 144 part time, 34 full time)
3. University of New Haven - full and part time student degree program 40 miles from the W.C.S.C. campus. (Number of students - 15 full time, 135 part time)

C. Future outlook information (social need, social change) should be provided.

Change in public and nonprofit organizations requires more skills than ever before. Increased federal and state regulations, a declining rate of budgetary growth, increasingly complex programs, and the demands of clientele groups necessitate administrative training for public and nonprofit executives. Many new jobs exist in the crucial area of financial management, for example, in such fields as budgeting, auditing, revenue forecasting, and purchasing. The increasingly complex web of federal-state-local relations makes knowledge of the grant-in-aid system and grant-getting skills a growth area. Challenges to public personnel administration from unions and affirmative action programs have created a strong demand in this area. Likewise, the demand for persons trained in planning, evaluation and productivity analysis is burgeoning. There is growing demand on a nationwide basis for this kind of program. The National Association of Schools of Public Affairs and Administration (NASPAA) reports that enrollments in Master's degree programs in public service grew from 20,000 students in 1975 to 28,000 in 1979, a 40% in-

crease in four years.¹

In October 1979, the Census Bureau reported that there were 180,000 government employees in Connecticut. Of these, 21,000 were civilian employees of the federal government, 50,000 were state employees, and 109,000 were local government employees.² Of this total, approximately 18,000, by conservative estimate, are professional specialists and managerial employees. While it is more difficult to estimate the number of nonprofit organization employees, national totals are indicative of continuing growth in that sector. Dr. Frederick Lane estimates that 8% of all employees in the United States work for nonprofit organizations.³ Since government organizations employ about 16% of the total national and Connecticut labor force, we can estimate that state nonprofit organizations employees number 90,000. Public and nonprofit employees make up one out of every four workers in the state.

Agencies need and recognize that they need people who are equipped to manage effectively, to analyze programs and policies, to help plan for the future. Also, there are parts of the public sector that are expanding-- for example, all sorts of jobs connected with financial management and financial analysis.

D. Student demand and citizen interest.

1. Describe provisions made to identify prospective students.

Consistent with the MSA program proposal of reading 1976, a full time faculty member whose specialty is public administration was hired in September, 1979, to develop a program in public administration. He has visited about 100 federal, state, and local agencies in the region W.C.S.C. serves.

Some agency personnel (e.g., VNA directors) are now required to earn this kind of degree. Others are strongly interested because the

¹Phone call to Joseph Robertson, Director, NASPAA, Nov. 12, 1980.

²Bureau of the Census, Public Employment in 1979 (June, 1980), p.13.

³Frederick C. Lane, "Managing Not For Profit Organizations," Public Administration Review, September-October 1980, pp.526-530.

degree opens up promotional or new career opportunities. Of the 28 students registered in Public Administration courses for Fall, 1980, ten worked in nonprofit institutions; one for a federal agency; nine for local government; and eight for state agencies.

2. Estimate student enrollment for each of the first five years.

Note that twenty-eight students were enrolled in public administration courses Fall, 1980, so that these estimates are likely to be conservative.

1981-82:	40
1982-83:	55
1983-84:	70
1984-85:	85
1985-86:	100

3. Cite provisions that have been made for placement and/or student follow-up for this program.

The resources to carry out this function are already in place. They include the full time faculty specialist in public administration and the college's Career Development Center, which employs a placement officer.

Since almost all students are already working in government or nonprofit agencies, there is no need to invest substantial resources in placing graduates. Students planning career changes can be counselled on an individual basis by the faculty adviser and the college's Career Development Center.

E. Program/Employment Articulation.

1. Employment needs data as applicable--local, regional, state and/or national estimate--for the next five years should be provided.

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. . ."

Employment in the nonprofit and government sector is growing apace. Agencies which were quite small and could operate in the relatively un-

changing ways of past tradition have now grown greatly. This growth, and the demands put on agencies by an expanding clientele, make modern management methods mandatory. Examples include government parks and recreation departments, Visiting Nurse Associations, and police departments, to name just a few.

Danbury Hospital has doubled its building space in the last two years and now employs close to 1,800 people (three hospital employees are taking public administration graduate courses in Fall, 1980).

2. Professional and technical advisory groups (as appropriate) which helped develop and will continue to assess the program should be identified and their roles explained.

Dr. Douglas Fox, then of William Paterson College, was a member of the three person MSA Consultant Group which reviewed the MSA program in December, 1976. Dr. Fox later joined the W.C.S.C. faculty in September, 1979, as associate professor of Public Administration.

III. RESOURCE SUPPORT (Fiscal Impact)

- A. Display the proposed budget for first year of operation, including explanation of the following categories. What is currently available? What additional is needed?
 1. Personnel
 2. Library and learning resources
 3. Other facilities and equipment
- B. Estimate income and expenditures for the next four years after program initiation. Identify new costs generated specifically by the new program or degree. Provide a rationale for the estimates.

NEW PROGRAM FISCAL IMPACT STATEMENT

	1981-82 Year 1	1982-83 Year 2	19 First Year of Full Operation (if different from 2)
ESTIMATED NEW EXPENDITURES			
Personnel (Faculty and Support)			
Full-time Positions			
Number	0	0	
Salaries - General Fund			
Salaries - Extension Fund			
Part-time Positions			
Number	2	2	
Salaries - General Fund			
Salaries - Extension Fund	\$2,000	\$2,000	
Other Expenses			
General Fund			
Extension Fund	100 journals	100	
Equipment (incl. Library Books)			
General Fund			
Extension Fund	\$1,500	\$2,000	
TOTAL NEW EXPENDITURES			
General Fund			
Extension Fund	\$3,600	\$4,100	
ESTIMATED REVENUE AND ENROLLMENT			
Projected Enrollment (Headcount)			
Full-time Students	0	0	
Part-time Students	40	55	
Income from Students			
General Fund Tuition	0	0	
Extension Fund Fees	\$14,440	\$19,800	
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)

See next page.

A full time specialist in public administration is already on staff. In addition, \$3,500 was spent for library books from 1979-81, and the library has subscribed to the 15 most important journals in the field. Together with existing MSA library holdings, this means that an adequate library collection is now in place and has to be supplemented only by new publications.

IV. PROGRAM EVALUATION

A. Performance Criteria

All facets of the MSA program are weighed against the accreditation standards of the American Assembly of Collegiate Schools of Business (AACSB). In addition, student opinions of graduate course and faculty offerings are gathered each semester by the Office of Graduate Studies.

In addition to these professional standards criteria, the following data will be used to evaluate program usefulness:

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

B. Schedule for Evaluation

1. Individual courses are evaluated each semester by students and faculty peers.
2. We plan to request that the State Chapter of the American Society for Public Administration (ASPA) evaluate the program not later than May, 1983.

V. EQUAL OPPORTUNITY STATEMENT

The following statement appears in the W.C.S.C Graduate Catalog, p.2.

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

Inquiries concerning Western Connecticut State College Non-

Discrimination Policy may be directed to:

Mr. John J. Jakabauski

Telephone: 797-4195 (Area Code-203)"

VI. TIME SCHEDULE

- A. Provide the date of program plan approval by the board of trustees, or indicate the date of approval and by whom if authorization has been delegated by the board of trustees.

January, 1981.

- B. Indicate the proposed date (month) for initiating the program and officially matriculating the first students.

September, 1981.

- C. Indicate the target date (month) when the first graduate of the program will be recognized, such as by conferring a degree.

May, 1982.

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

HARTFORD
CONNECTICUT'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. ■

