



STATE OF CONNECTICUT

BOARD OF TRUSTEES
FOR THE STATE COLLEGESP. O. BOX 2008 NEW BRITAIN, CONNECTICUT 06050
TEL. NEW BRITAIN: 203-229-1607 TEL. HARTFORD: 203-566-7373

RESOLUTION

concerning

LICENSURE APPLICATION
for
CONCENTRATION IN HEALTH CARE ADMINISTRATION
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 Health Care Administration within the Master of Science in Administration, subject to the approval of the Board of Higher Education.

A Certified True Copy:

A handwritten signature in cursive script that reads "James A. Frost".
James A. Frost
Executive Director

WESTERN CONNECTICUT STATE COLLEGE
MSA DEGREE CONCENTRATION IN HEALTH CARE ADMINISTRATION

1. PURPOSES AND OBJECTIVES (see 10-33-11)

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

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 purpose of the MSA degree program is to prepare persons currently working in industry, public agencies, and non-profit organizations for positions of greater responsibility.

The purpose of the Health Care Administration Concentration is to prepare persons to serve in managerial positions in health care institutions. Specific program objectives are to train students in:

- 1) planning of health care programs.
- 2) organization of health care agencies and institutions.
- 3) organization and motivation of health care employees.
- 4) control of health care programs, including:
 - a) program evaluation.
 - b) productivity improvement.
 - c) personnel performance appraisal.
- 5) financial management of health care programs.

- 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.

As the only four-year college in its region of the state, WCSC is looked to as a key institution in the health care field. It offers highly regarded undergraduate programs in nursing, medical technology, and health education. As the professionals the college trains move forward into administrative positions in the health care field, they will need management skills. Likewise, area in-service health care professionals can use this proposed concentration to get the necessary training to meet increased managerial responsibilities (see Appendix III, Letters of Support from area Health Care Managers).

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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 Department of Management and the Ansell School of Business in August 1980 and March 1982. Western Connecticut State College's Academic Planning Committee approved the plan in April, 1982, and the college administration approved it in April, 1982. 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 Ansell School of Business to the Chairperson of the Department of Management to the Coordinator of the program in Public and Non-Profit Administration. The Coordinator will be directly responsible for the administration of the program and supervision of faculty who teach health care administration courses. 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.

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FISCAL STATEMENT

Proposed New Academic Program: MSA DEGREE CONCENTRATION
 IN HEALTH CARE ADMINISTRATION
 Institution: WESTERN CONNECTICUT STATE COLLEGE

Estimated New Expenditure (private institutions list expenditures on General Fund Lines)	Year 1 1983- 1984	Year 2 1984- 1985	First Year of Full Operation 19__
Personnel (Faculty and Support) ¹			
Full-Time positions	0	0	
Number			
Salaries - General Fund			
Salaries - Extension Fund			
Part-time positions	2	4	
Number			
Salaries - General Fund	\$2,000	\$4,000	
Salaries - Extension Fund			
Other Expenses ²			
General Fund			
Extension Fund	\$500	\$500	
Equipment (incl. Library Books) ³			
General Fund			
Extension Fund	\$2,500	\$3,000	
TOTAL NEW EXPENDITURES			
GENERAL FUND			
EXTENSION FUND	\$5,000	\$7,500	

¹Faculty, professional, managerial, clerical, and other persons employed by the institution in support of the proposed new academic program.

²Compensation for services secured by contract with firms or individuals not employed by the institution and purchases of supplies, materials, and equipment not normally regarded as capital items.

³Items of equipment with a normal useful life of three years or more and a value of \$100 or more or, if the useful life is less than three years, a value of \$250 or more.

Board of Higher Education
 61 Woodland Street
 Hartford, Connecticut 06105

FISCAL STATEMENT

Proposed New Academic Program: MSA CONCENTRATION IN HEALTH CARE ADMINISTRATION
 Institution: WESTERN CONNECTICUT STATE COLLEGE

	Year 1 1983- 1984	Year 2 1984- 1985	First Year of Full Operation 19__
<u>Estimated Revenue and Enrollment</u>			
Projected Enrollment (Headcount)*			
Full-time Students			
Part-time Students	20	40	
Income from Students			
Tuition			
Extension Fund Fees	\$8,400	\$16,800	
Funds Available from Other Sources (Federal, Private, Corporate, Foundation, etc.)			

*Indicate what portion of projected enrollment, if any, represents students transferring from other programs. Tuition and fee revenue should be based upon new enrollments only.

Use of Current Resources: Identify, describe, and estimate cost (prorated) of existing personnel and other resources which will be used in connection with this program. If existing personnel and resources are to be reallocated from other programs, indicate from where the resources will be diverted and what impact this action will have on any other activity within the institution.

Health Care Administration students will take MSA Core Courses and Public Administration electives offered to all MSA students. Extension fund fees generated from enrollments in these courses will cover any additional costs involved in creating new course sections, if necessary.

	Year 1 1983- 1984	Year 2 1984- 1985	First Year of Full Operation 19__
<u>Cost Summary</u>			
New Expenditures			
Cost of Existing Resources			
Total Program Cost			

Signature of Institutional Fiscal Officer

Title

Date

Signature of Chief Fiscal Officer (for
system, if different than above)

Title

Date

WESTERN CONNECTICUT STATE COLLEGE
MSA DEGREE CONCENTRATION IN HEALTH CARE ADMINISTRATION

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 1983).

- 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 appended statement.

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.

Douglas M. Fox, Coordinator of the Public and Non-Profit Administration program, will be in charge of the Health Care Administration Concentration. He has a Yale B.A. and a Columbia Ph.D., with specialization in Political Science and Public Administration. Dr. Fox has 15 years full-time teaching experience and has published six books and 30 articles in his field. He is currently Vice President of the Connecticut Chapter of the American Society for Public Administration, and a consultant to government and non-profit agencies.

Dr. Fox will recruit qualified adjunct faculty from the ranks of area health care administrators. He has already identified several highly competent administrators with teaching experience who would be possible adjunct faculty.

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- 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.

5. CURRICULA AND INSTRUCTION (see 10-330-15 AND THE STATEMENT ON CREDITING EXPERIENTIAL LEARNING).

- (a) (1) GIVE THE NUMBER, TITLE AND A NARRATIVE DESCRIPTION FOR EACH COURSE IN THE PROPOSED PROGRAM, NOTING WHICH COURSES ARE NEW. INCLUDE SUFFICIENT DETAIL IN COURSE DESCRIPTIONS SO THAT CONTENT AND LEVEL ARE CLEAR, OR ATTACH APPROPRIATE AND REFERENCED EXCERPTS FROM THE CATALOG.

CORE COURSES (5 Courses)

MSA 501 Basic Concepts of 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: BA3270 Principles of Management 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 3100 Introduction to Economics or equivalent and BA 3120 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.
Prerequisite: BA 3270 Principles of Management or equivalent.

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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, and the use of data in decision-making.

Prerequisites: BA 3160-61 Principles of Accounting I & II
OR BA 3105 Fundamentals of Financial Accounting or equivalent.

HCA 5XX Health Care Delivery in America (New Course) 3 S.H.

An overview of the health care system, including its history and development, and forces affecting its roles and functions. Interactions between components and contemporary issues and trends are addressed. Analytic methods for assessing and improving the system are discussed.

ELECTIVE COURSES (10 Courses, from which
4 must be chosen. No more than two electives
can be Public Administration (PA))

PA 501 Public Financial Administration 3 S.H.

Analyzes the budgetary processes used in public agencies and discusses the budget as an instrument of fiscal policy and institutional planning. Attention is given to budget preparation, authorization, execution and control.

Prerequisite: BA 3270 Principles of Management or equivalent.

PA 510 Public Personnel Administration 3 S.H.

Past and present practices of public personnel administration in the United States are examined. Among the topics studied are recruitment and selection, political versus career appointments, collective bargaining, and employing the socially disadvantaged.

Prerequisite: PA 501

PA 511 Leadership & Supervision in Public
and Non-profit Management 3 S.H.

A study of problems involved in managing the major functions of government. Emphasis is on administrative leadership in program development and execution. Extensive consideration is given to obstacles to effective supervision which exist in government and how to minimize them.

Prerequisite: PA 501

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PA 513 Program Planning & Evaluation for
Government & Non-Profit Agencies 3 S.H.

The analysis of substantive and administrative problems. The study of approaches to productivity and techniques of program review and evaluation.

Prerequisite: PA 501

HCA 5XX Health Care Financial Management (New Course) 3 S.H.

Analysis of financial management in different types of health care organizations. Third party reimbursement, short and long term capital financing, cash flow, sources of revenue, cost effectiveness and cost containment are studied. Addressed through a study of concepts, tools and techniques.

Prerequisites: HCA 5XX Health Care Delivery Systems in America and PA 501 Public Financial Administration.

HCA 5XX Health Care Law (New Course) 3 S.H.

A study of the common and statutory laws affecting health care agency operations. The role of the government in policy development and implementation through regulatory controls is studied.

Prerequisite: HCA 5XX Health Care Delivery in America.

HCA 5XX Health Care Marketing (New Course) 3 S.H.

Principles of marketing applied to health care organizations. Sources of funds, organization for structured financial management system, and allocation considerations. Exploration of the organization and practice of medical care and its effect on consumers. Review of the health care delivery system, health care products, medical economics, health insurance and the behavior of consumers of medical care. Alternative strategies for marketing campaigns.

Prerequisite: HCA 5XX Health Care Delivery in America.

HCA 5XX Epidemiology (New Course) 3 S.H.

Planning and management in public health. Study of causal relationships of disease. Data sources on and indices of community health. Screening in detection of disease and methods for the study of chronic disease.

Prerequisite: HCA 5XX Health Care Delivery in America.

HCA 5XX Health Care Administration and
Organization (New Course) 3 S.H.

Organization of different types of health care agencies. Cost and benefits of different modes of organization. Relationship of different types of service delivery and professional groups to organizational structure.

Prerequisite: HCA 5XX Health Care Delivery in America.

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HCA 5XX Health Care Review and Evaluation 3 S.H.
(New Course)

Models of and current procedures in health care evaluation and review. Professional associations' standards and evaluation. Evaluation by state and federal agencies. Topics covered include medicine and medical evaluations, PSRO's, and accreditation. Prerequisite: HCA 5XX Health Care Delivery in America and PA 513 Program Planning & Evaluation for Government & Non-Profit Agencies.

REQUIRED CONCENTRATION COURSES

Prerequisites for MSA 590 Concentration Related Research Project

1. The student must be matriculated in the MSA program.
2. The student must have a B (7.0) or better average.
3. The student must have completed a minimum of twenty-one semester hours (21 S.H.) in the MSA program.

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 4 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.

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(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.

- a) As listed in 5. (a) (1) above, there are 5 core courses (MSA 501, 502, 506, 507, and HCA 5XX, Health Care Delivery in America), totaling 15 credit hours.
- b) As listed in 5. a. (1) above, there are 10 elective courses, from which 4 must be chosen, totalling 12 credit hours.
- c) As listed in 5.a. (1) above, there is a required Concentrated Related Research Project Course (MSA 590), totalling 3 credit hours.

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

- 1) Up to 9 transfer credits of relevant graduate work at other institutes are permitted.
- 2) CLEP examinations are permitted for appropriate undergraduate prerequisites.
- 3) Experiential or noncredit learning, where appropriate, would excuse students from courses. (e.g, a hospital comptroller with a knowledge of performance and program budgeting would not have to take PA 501, Public Financial Administration). Such student would still have to take a total of 30 credits of graduate work, selecting other courses under the guidance of the graduate advisor.

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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.

- (1) THE COURSES OF THE PROGRAM, AND THE RELATED CLINICAL OR WORK EXPERIENCE, HAVE BEEN ARTICULATED WITH APPROPRIATE CREDITS ASSIGNED.
- (2) THE INSTITUTION HAS OR WILL HAVE A QUALIFIED STAFF COORDINATOR FOR THE PROGRAM BEFORE ITS INCEPTION.
- (3) THE INSTITUTION WILL PROVIDE APPROPRIATE ARRANGEMENTS FOR STUDENT WORK EXPERIENCES.
- (4) THE WORK ACTIVITIES OF THE STUDENTS WILL BE STRUCTURED BY THE COLLEGE AS AN EDUCATIONAL EXPERIENCE WITH SUPERVISION, TEACHING AND EVALUATION UNDER THE CONTROL OF THE COLLEGE.
- (5) AGREEMENTS OR CONTRACTS EXIST BETWEEN THE COLLEGE AND THE AGENCY IN WHICH THE STUDENTS WILL RECEIVE THEIR PRACTICAL EXPERIENCE.
- (6) APPROPRIATE PROCEDURES HAVE BEEN ESTABLISHED WHICH THE COLLEGE WILL USE FOR THE EVALUATION OF STUDENTS.

Not applicable. This evening program is designed for in-service students and, therefore, does not include an internship experience.

6. RESOURCE CENTERS AND LIBRARIES (see 10-330-16)

a. WHAT LIBRARY AND OTHER LEARNING RESOURCES ARE AVAILABLE AT THE INSTITUTION OR ELSEWHERE WHICH SUPPORT THE PROGRAM? DESCRIBE THE ACCOMMODATIONS IN TERMS OF STUDY SPACE, PROFESSIONAL ASSISTANCE AND TIME SCHEDULE OF AVAILABILITY.

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.

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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) Public Administration courses - approximately 500 volumes and 30 periodicals support the program.
- 3) Health Care Administration Courses - approximately 20 volumes and 3 periodicals support the program. As soon as the program proposal is approved, these resources will increase dramatically, as per the fiscal impact statement.

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

- 1) Administrative Science Quarterly
- 2) Harvard Business Review
- 3) Public Administration Review
- 4) Management
- 5) Academy of Management Journal
- 6) Public Budgeting and Finance
- 7) California Management Review
- 8) Administration and Society
- 9) Public Productivity Review
- 10) Journal of Policy Analysis and Management
- 11) American Journal of Public Health

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

Approximately 275 books and 15 periodicals will be added, beginning the summer before the program courses are first offered. (Summer, 1983.)

7. ADMISSION, STUDENT PERSONNEL, AND GRADUATION POLICIES
(see 10-330-17)

a. DESCRIBE THE ADMISSION REQUIREMENTS FOR THE PROGRAM, THE POLICIES AND REQUIREMENTS FOR ACADEMIC ACHIEVEMENT TO REMAIN ENROLLED IN GOOD STANDING, AND THE REQUIREMENTS FOR GRADUATION. NOTE ANY DIFFERENCES FROM GENERAL INSTITUTIONAL POLICIES.

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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

GMAT
MINIMUM SCORE NEEDED

400
425
450
475
500

U/G CUM-overall-including
all undergraduate course
work at all colleges attended
2.51 or higher
2.4 to 2.49
2.3 to 2.39
2.3 to 2.29
below 2.2

and to graduate.

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

A full-time faculty member will be designated advisor to graduate students in the HCA concentration. In addition, the college's Career Development Center can help provide career counselling to students.

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

1983-84	20
1984-85	40
1985-86	55
1986-87	70

(All part-time, evening, in-service students. Very few, if any, full-time students are expected to enroll.)

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?

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WESTERN CONNECTICUT STATE COLLEGE
MSA DEGREE CONCENTRATION IN HEALTH CARE ADMINISTRATION

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.

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 HCA 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.

Enclosed find the most recent issue of the graduate catalog. A future issue would list the HCA concentration.

11. CERTIFICATION

PROVIDE CERTIFICATION THAT PROGRAM AND INSTITUTIONAL HIRING AND ADMISSION PRACTICES ARE IN COMPLIANCE WITH ALL APPLICABLE STATE AND FEDERAL LAWS, REGULATIONS, AND ORDERS; AND THAT THE INSTITUTION WILL OPERATE UNDER THE PROVISIONS OF APPROVED NONDISCRIMINATION PLANS INCLUDING CONSIDERATION FOR WOMEN AND MINORITIES AND ACCESSIBILITY FOR THE HANDICAPPED.

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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's non-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 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, 1985.

13. EDUCATIONAL 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.

The proposed Health Care Administration (HCA) concentration will be an integral part of the MSA degree. Five of the ten required graduate courses are core or concentration related requirements which must be taken by all MSA students, regardless of their chosen concentration. Four of the ten electives open to HCA students are existing courses in the Public Administration concentration.

The fact that the HCA concentration will be part of the MSA means that the program can be begun with existing resources and new adjunct faculty, at no net cost to the state. (See 3 c. above.)

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- 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.

The following institutions elsewhere in the state offer similar programs:

1. University of Connecticut
 - a. MBA, Health Care Management Concentration. A fifty-four credit hour program offered in Hartford. There were 20 full-time students and 40 part-time students in this program in 1981. The Hartford campus is 60 miles from W.C.S.C.
 - b. M.S. in Allied Health Professions; Concentration in Administration. Offered in Storrs and Hartford. There were 17 part-time students in this program in 1981. Storrs is 90 miles from W.C.S.C.
2. Hartford Graduate Center--degree of Master of Science in Administrative Science, with a concentration in Health Care Systems Management. (Thirty graduate credit hours.) There were 135 part-time students registered in this program in 1981. Hartford Graduate Center is 60 miles from W.C.S.C.
3. Quinnipiac College--Master's Degree in Professional Studies. Concentration in Health Care Administration. (Thirty-three or thirty-six credit hours.) There were 80 part-time students registered in this program in 1981. Quinnipiac is 45 miles from W.C.S.C.
4. University of New Haven
 - a. MBA Concentration in Health Care Management-- a forty-eight credit hour program. There were 25 part-time students registered in 1981.
 - b. MPA Concentration in Health Care Management-- a forty-eight credit hour program. There were 25 part-time students registered in 1981. University of New Haven is 40 miles from W.C.S.C.
5. Sacred Heart University--MBA Concentration in Health Care Administration. There were 40 students registered in this program, Fall 1981. Sacred Heart University is 30 miles from W.C.S.C.

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c. DATA 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 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 health care industry has grown apace. Agencies which were quite small and could operate in the relatively unchanging 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 visiting nurse associations and nursing homes. Another example, that of a larger institution, is Danbury Hospital, which has doubled its building space in the last two years and now employs close to 1,800 people.

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

Executive directors or other top administrative officials at the following agencies and businesses were asked to indicate whether or not they believed any of their employees would be likely to pursue this program:

1. Danbury Hospital
2. New Milford Hospital
3. Sharon Hospital
4. City of Danbury Health Department
5. Danbury Visiting Nurses Association
6. Bethel Visiting Nurses Association
7. Ridgefield Visiting Nurses Association
8. Southbury-Roxbury Visiting Nurses Association
9. Wilton Visiting Nurses Association
10. Associated Internists of Danbury
11. Five area nursing homes
12. Fairfield Hills State Hospital
13. Southbury State Training School
14. Greater Danbury Red Cross
15. Danbury Family and Children's Aid, Inc.

They estimated that some 41 employees would be likely to enroll in the MSA HCA concentration.

Appendix III contains letters of support for the program proposal from many of these agencies and organizations.

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WESTERN CONNECTICUT STATE COLLEGE
MSA DEGREE CONCENTRATION IN HEALTH CARE ADMINISTRATION

- 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 health care industry is the third largest industrial grouping in this country. In 1981, the total cost of health care in our country was over \$250 billion. The growing and longer living population, the advances in diagnostic and therapeutic technology, and the continued increases in regulatory controls in the industry require well prepared health care administrators.

The continued expansion of the Greater Danbury area, (see Appendix II), means there is a need for increased health care facilities and personnel. The increased number of community health related programs, private and public, dictates an increased number of program administrators. These include programs supported by government agencies to deal with preventive health, nutrition, high risk mothers and their newborns, the mentally ill, the addictive population, services to the elderly and the indigent, and regional health planning. In the private sector, additional extended care facilities and home health care agencies are needed. The longer life span and natural desire for independent living on the part of the elderly have influenced the role of both private and public sectors in providing health care.

The health care system is comprised of several components, differing in therapeutic philosophies to an extent, but with commonalities of management. These components, or health care facilities for chronic illness, mental illness, and rehabilitation, health maintenance organization, hospices, health planning agencies, and community and home health care agencies. Health care administrators need many management skills, including expertise in the area of financial management, personnel, knowledge of regulatory law, organizational structure, and planning and evaluation.

ATTACHMENTS

Appendix I

Mission Statement of Western Connecticut State University

Appendix II

New York Times Growth Article

Appendix III

Letters of support for this proposal from area
health care managers.

Appendix IV

Western Connecticut State University Graduate
Studies Catalog

Appendix I

Mission Statement of Western Connecticut State University

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

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.

25

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 Gullford 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.

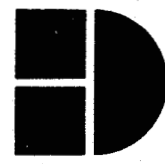
The Third Congressional District of Representative-elect Lawrence J. DeNardis, Republican of Hamden, will have to pick up about 4,000 more residents.

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. ■

Appendix III

Letters of support for this proposal from
area health care managers.



Danbury Hospital

Danbury, Connecticut 06810
203-797-7882

Edward H. Zeller
Vice President,
Human Resources

April 26, 1982

Dr. Douglas Fox
Professor of Public Administration
State of Connecticut
Western Connecticut State College
181 White Street
Danbury, Ct. 06810

Dear Doug:

We now have returns from around the Hospital of those who are interested in the Westconn MSA with health concentration. Thirteen people in all have expressed an interest at this time. It's a substantial group in that most are department managers--several with key responsibilities and high visability within the organization.

We at Danbury Hospital look forward to the continued development of this degree program. It has the potential for providing us with an important element in our overall management development program.

Best wishes and keep in touch as your plans progress.

Sincerely,

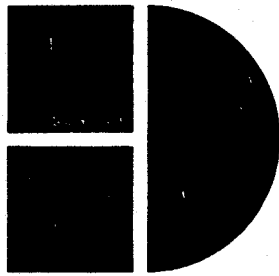
Edward H. Zeller
Vice President,
Human Resources

EHZ/1

WESTCONN MSA WITH HEALTH CONCENTRATION

29

<u>NAME</u>	<u>TITLE</u>
Gail Valley	Assistant Manager, Dietary Serv.
Sue Taub	Manager, Dietary Services
Joseph Daley	Manager, Radiology
Bonnie Ronning	Supervisor - Film Room, Radiology
Kathy Toomey	Coordinator, School of Radiology
Frank Bachyrycz	Staff Pharmacist
Mary Dubuque	Manager, Renal Dialysis
Kevin Young	Manager, Out Patient Clinics
Frances Champion	Manager, Medical Records
Rae Sammis	Correspondence Secretary
Myrna Feldman	Quality Assurance Coordinator
Diane Pimentel	Nursing Quality Assurance Coordinator
Peter Beardsley	Manager, Employment and Employee Relations



Danbury Hospital the community health center
Danbury, Connecticut 06810 Telephone 203-797-7000

February 19, 1981

Dr. Douglas Fox
Western Connecticut State College
Danbury, Connecticut 06810

Dear Dr. Fox:

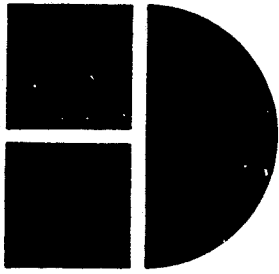
For several years, we at Danbury Hospital have recognized the need for postgraduate courses in health care administration. Indeed, many of our employees have been - or are now - enrolled in such programs located many miles outside of the Danbury area. More of our staff would enroll if such a curriculum could be found locally.

We feel certain that courses devoted to the administration of health care institutions would address a vital educational need and provide us with an enhanced managerial capability. To this end, we strongly urge you to consider a health care concentration within your Master of Sciences in Administration Program.

Sincerely,

James E. Onorato
Controller

JEO/pd



Danbury Hospital the community health center
Danbury, Connecticut 06810 Telephone 203-797-7000

March 9, 1981

Dr. Douglas Fox
Professor
WESCON
181 White Street
Danbury, CT 06810

Dear Dr. Fox:

It has recently come to my attention that your college is considering the addition to your MSA program of a concentration in Health Care Administration. As Personnel Manager for the largest employer in Danbury, I am confident that many of our 1,895 employees, especially those in a supervisory or managerial position, would be interested in participating in such a program. Further, the Hospital would be able to offer assistance to these employees thru our tuition reimbursement program which reimburses the employee, with at least one year of service, for up to 100% of the cost of health care courses.

We strongly support your school's interest in establishing the new concentration and I hope that you will contact me if I can be of any assistance in bringing the program to fruition.

Best Regards,

Joyce K. Field
Joyce K. Field
Personnel Manager

JKF:js

SHARON HOSPITAL

SHARON, CONNECTICUT 06069

FARNHAM F. COLLINS, PRESIDENT
DORRANCE SEXTON, VICE PRESIDENT
HOWARD L. ALLER, JR., SECRETARY
GUIDO F. VERBECK, JR., TREASURER

PAUL W. STERNLOF
EXECUTIVE DIRECTOR

February 17, 1981

Douglas M. Fox, P.H.D.
Coordinator of Public Administration Program
Graduate Division
Western Connecticut State College
Danbury, Ct. 06810

Dear Doctor Fox:

Although I have recently enrolled in WESCONN's Master of Science program in Public and Non-Profit Administration, I am disappointed that this program offers no elective courses in health care administration or financial management.

As controller of Sharon Hospital, I certainly feel the need for some health care courses in your program.

Within a 50 mile radius of your college, there are a significant number of hospitals, nursing homes, psychiatric centers and other health care related institutions. They have thousands of employees working for them and I am sure a good percentage of them would be interested in your Master's program if you included some health care courses.

I would like to continue my enrollment in your Master's program and the introduction of some health care courses would guarantee my continued participation.

Sincerely yours,



Gene F. Cassavechia

GFC/stg



STATE OF CONNECTICUT

FAIRFIELD HILLS HOSPITAL

NEWTOWN • CONNECTICUT 06470

203 426-2531

PLEASE ADDRESS ALL CORRESPONDENCE
TO THE SUPERINTENDENT

March 3, 1981

Professor Douglas Fox
Public Administration
Western Connecticut State College
181 White Street
Danbury, Connecticut 06810

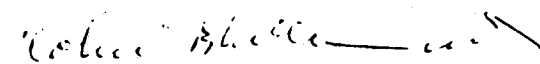
Dear Professor Fox:

I am in receipt of your letter of February 23rd describing your proposal for a Concentration in Health Care Administration toward a MSA degree. I am very pleased to hear that you are considering this and feel it would be of measurable benefit to a very large number of people currently employed at this hospital.

These employees, from various services in the hospital, for the most part are interested in upward mobilization toward which end an MSA would be a substantial step. Further, even those persons who did not pursue the Concentration in Health Care Administration to its end point would nevertheless be measurably assisted in the understanding of and carrying out of their current duties.

Beyond the above, any improved efficiency and morale among the employees would clearly be of benefit to this institution and I am sure that this thought would be shared by superintendents and directors of other institutions whose employees might conceivably be within the catchment area of your college. I might also add that according to collective bargaining contracts between the State and its various employee unions there are provisions made for the underwriting of tuition which is required for courses leading to improved understanding of the work which employees are currently doing.

Yours truly,


Robert B. Miller, M.D.
Superintendent

RBM:ae



STATE OF CONNECTICUT

FAIRFIELD HILLS HOSPITAL

NEWTOWN • CONNECTICUT 06470

PLEASE ADDRESS ALL CORRESPONDENCE
TO THE SUPERINTENDENT

203 426-2531

March 3, 1981

Professor Douglas Fox
Public Administration
Western Connecticut State College
181 White Street
Danbury, Connecticut 06810

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Yours truly,

Robert B. Miller
Robert B. Miller, M.D.
Superintendent

RBM:ae



STATE OF CONNECTICUT

DEPARTMENT OF MENTAL RETARDATION

SOUTHBURY TRAINING SCHOOL

SOUTHBURY, CONNECTICUT 06488



USE EXIT 14 ON I-84

TELEPHONE [203] 264 - 8231

Professor Douglas Fox
 Public Administration
 Western Connecticut State College
 181 White Street
 Danbury, Connecticut 06810

March 3, 1981

Dear Dr. Fox:

As a manager responsible for serving the public's interest, I wholeheartedly endorse your proposal from Western Connecticut State College for the creation of a new concentration in its Master of Science in Administration (MSA) degree.

There are very few management training programs available in New England which are designed specifically to meet our needs. This issue has been a "cry" of long standing from all managers of all levels of management responsibilities from all regions of the country. The rationale for this proposal is based on the realization that providing services to the health care profession is a multi-billion dollar enterprise involving as many as 150,000 managers. Of these thousands of managers in large and small service systems, very few have been trained in management skills. Given a multi-billion dollar enterprise, it is abundantly clear there is a tremendous need for quality training to enable these people to meet the responsibilities of their management positions. The quality of any service system is only as good as the management of that system. We all require functional skill training with contemporary techniques in order to meet today's challenges.

Your acknowledgement toward meeting our professional needs is most imperative and sincerely appreciated. You certainly have my endorsement as Superintendent of the Southbury Training School, Southbury, Connecticut.

Sincerely,


 Micheal J. Belmont
 Superintendent

MJB/sng



Danbury Visiting Nurse Association, Inc.

198 Main Street
Danbury, Connecticut 06810
Telephone — (203) 792-4120

March 16, 1981

Dr. Douglas Fox
Department of Public Administration
School of Business
Western Connecticut State College
181 White St.
Danbury, CT 06810

Dear Dr. Fox,

I understand the Ansell School of Business is submitting a proposal to the State Board of Higher Education for a new concentration in Health Care Administration in its Master of Science in Administration degree.

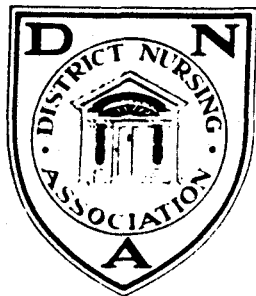
As Director of the Danbury Visiting Nurse Association, Inc., I would like to emphasize my support for such a program, particularly in this geographic area. Having had the experience of commuting to Columbia University, I personally appreciate the proximity of such a program. There are many other potential students in the various health care agencies in the area.

If I may lend my support in any way, please advise me.

Sincerely,

M. Jean Mahoney, R.N., M.A.
Director

MJM/mn



The District Nursing Association
of Ridgefield, Inc.

304 MAIN STREET, RIDGEFIELD, CONNECTICUT 06877
TELEPHONE 438-8214

March 3, 1982

Douglas Fox, Professor
Public Administration
Western Connecticut State College
181 White Street
Danbury, Ct. 06810

Dear Mr. Fox;

Cathy Jordan asked me to look over your proposed concentration in Health Care Administration in the MSA degree program at Western Connecticut State College.

Your idea to have a program of concentration in health care is a good one. There is a need for teaching administrative skills to those of us who become administrators after having been staff people in health care facilities. Finance, accounting, and administrative problems and policy are probably the weakest areas in the undergraduate education of nurses. Many of the principles in general marketing, law and financial management courses can be adapted to the health care field and a broader concept (a view of how the outside world does it) may be more helpful than limiting the courses in these areas to health care. We in the non-profit sector have much to learn in management principles from profit-making businesses.

In the courses titled Health Care ----- ethical business practices and techniques would provide a good background as applied to the health care field.

Good luck to you in presenting your proposal to the groups who make decisions on courses at Western Connecticut State College.

Very truly yours,

Patricia Morris, R.N.
Administrator

PM:mef

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Bethel Visiting Nurse Association

INCORPORATED

9 Nashville Road

Bethel, Connecticut 06801

PHONE 743-9231

March 9, 1982

Professor Douglas Fox
Public Administration
Western Connecticut State College
181 White Street
Danbury, Connecticut 06801

Dear Professor Fox:

I have reviewed your proposed curriculum for a projected MSA program. Looking at the overall subjects to be covered I find them to be appropriate and beneficial for anyone becoming an Administrator in the health field.

Areas needed such as organizational behavior - law - marketing - leadership and supervision in a public, non-profit administration are addressed in your program. Administrators of health, public, non-profit organizations must understand the differences experienced from those of the profit, business organizations. Exposure to expert theories and studies of the understanding of the systems and the governs that effect them are invaluable. Health Administration needs expertise within its own realm and proper preparation within educational structures will be an important means of accomplishing this end.

It is an exciting thought that WestCon is addressing itself to an area that has been growing and sorely needed. I know, had this program been offered when I was ready to matriculate, I would have been glad to have the choice of going within the area to school. As of now anyone interested in Health Administration must seek it in a school requiring many miles of travel.

This is a growing population area with many professionals of health to draw from. It would certainly be to their benefit to have this program available to them within their working region for both time and economic reasons.

I fervently hope that you pursue this proposal and that you receive all the backing that is needed.

Sincerely,

M. Gloria Frinder
M. Gloria Frinder, R.N.
Administrator

MGF:gep

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THE PUBLIC HEALTH NURSING ASSOCIATION
OF WILTON, INC.

P. O. Box 43
WILTON, CONNECTICUT 06897

762-8958

March 10, 1981

Dr. Douglas Fox
Graduate School of Public Administration
Western Connecticut State College
Administration Building
White Street
Danbury, Connecticut 06810

Dear Dr. Fox:

I was delighted to learn that Western Connecticut State College is seriously considering the addition of a health services core to its existing M.S.A. program. As you know I have been a student at Westconn since the M.S.A. program began and I am happy to say that my employer has seen fit to reimburse my expense. That alone is a tribute to the effectiveness of the program.

As Executive Director of the Public Health Nursing Association of Wilton, Inc., I am constantly challenged to respond to administrative problems which have nothing to do with nursing. Since my undergraduate degree is a BSN, without the training I have received at Westconn I would be hard pressed to meet the demands of this job.

I have shared my enthusiasm for your program with other leaders in my field and they too are considering joining your program. I am certain that the addition of a health services core will speed their decision to attend. Please let me know as soon as it has been approved.

Thanking you for your consideration, I am,

Very truly yours,

Celeste A. Tutko, P.N.

Celeste A. Tutko
Executive Director

*The Visiting Nurse Association
Of Southbury and Roxbury, Inc.*

421 Main Street So.
Southbury, Connecticut 06488
264-0606

February 24, 1981

Doug Fox, Phd.
Western Connecticut
State College
Danbury, Connecticut 06810

Dear Professor Fox;

I understand that a program in Health Care Administration has been proposed to be included in the Master of Science in Administration.

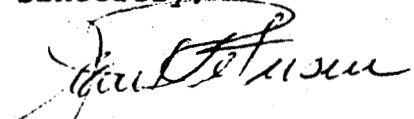
There are health care professionals in the Northwestern and Southwestern section of our State, as well as the Northeastern section of New York State who would be interested in this program.

In this time of energy consciousness West Conn is ideally located for these professionals.

West Conn has the bases already in place for a Masters in Administration and it would not add that much to offer a program in Health Care Administration.

With the growth in Community Health Care, Health Maintenance Organizations, Health Care Facilities, and other Health Care Organizations in our area a Health Care Administration program becomes more and more critical. This is also true particularly with the new requirements for Administrator's in the health care field.

Sincerely,



Jean K. Petersen, R.N.B.S.
Administrator

JKP/pk



41
Danbury Area Chapter
2 Terrace Place
Danbury, Connecticut 06810
(203) 792-8200

February 4, 1982

Dr. Douglas M. Fox
Public Administration Program
Western Connecticut State College
181 White Street
Danbury, Connecticut 06810

Dear Dr. Fox:

Thank you for sharing with me preliminary information on the M.S.A. Health Care Administration proposal. I, in turn, shared that information with selected members of our staff. We are all agreed that the program has considerable merit and is indeed timely. Incidentally, three of these employees expressed an interest in enrolling in the program.

I can enthusiastically support development and implementation of this program and if there is any way I can be of assistance to you, please call on me.

Sincerely,

A handwritten signature in cursive script that reads "Carol Bostrom".

(Mrs.) Carol Bostrom
Chapter Manager

CB:jt



**ASSOCIATED INTERNISTS OF DANBURY, P.C.
MEDICAL CENTER OF WESTERN CONNECTICUT**

67 Sand Pit Road Danbury, Ct. 06810 203 797-1000

PRIMARY CARE AND INTERNAL MEDICINE

CARDIOLOGY

WARREN T. SHERMAN, M.D., F.A.C.C.
ROBERT JARRETT, M.D.

February 10, 1982

GASTROENTEROLOGY

MARVIN L. PRINCE, M.D.
STEPHEN W. KINGSLEY, M.D.

Dr. Douglas Fox
Public Administration Program
Western Connecticut State College
Danbury, CT 06810

HEMATOLOGY-ONCOLOGY

ALBERT R. CASAZZA, M.D.
JOHN F. PEZZIMENTI, M.D.
ROBERT A. KLOSS, M.D.

Dear Dr. Fox:

**NEPHROLOGY-HYPERTENSION
DIABETES**

STANLEY SAPERSTEIN, M.D.

Thank you for the opportunity to review your proposed Health Care Administration Concentration for the MSA program.

PULMONARY DISEASE

NATHAN GORDON, M.D.
KENNETH L. OSNOSS, M.D.

I feel strongly that there is a major need for this program in the greater Danbury area. With the growth of the health care industry in this region I feel it is imperative for Western Connecticut State College to respond to the increasing demand for Health Care Administration programing.

NURSE PRACTITIONER

CORTNEY SVALSTEDT, R.N.

If I can be of further assistance please contact me.

PHYSICIANS ASSOCIATE

JOSH McLEAN
SARAH ZARBOCK

Respectfully,

REDDING CLINIC

STATION ROAD
WEST REDDING, CT.
TEL: 203-938-9378

William F. McGee
William F. McGee
Administrator

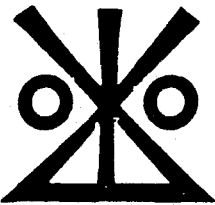
SOUTHBURY OFFICE

IAN LAWSON, M.D.
PROFESSIONAL BUILDING
HERITAGE VILLAGE
SOUTHBURY, CT 06488

WFM/be

ADMINISTRATIVE DIRECTOR

WILLIAM F. MCGEE



Family and
Children's
Aid, incorporated •

75 West Street, Danbury, CT 06810. Telephone: (203) 748-5689

Greta M. Cina
Executive Director

Serving
Bethel
Brookfield
Danbury
New Fairfield
Newtown
Redding
Ridgefield

•
Greater
New Milford
Area

March 10, 1982

Dr. Douglas M. Fox
Public Administration Program
Western Connecticut State College
Danbury, CT 06810

Dear Dr. Fox,

I am writing to ask that you consider me in full support of a Concentration in Health Care Administration for the M.S.A. Program.

Those of us in this field are rarely in financially lucrative positions enabling attendance at costly seminars and costly travel to out of area resources. Yet this is the field needing the best skills possible in these times to administer either the voluntary or tax dollar for the maximum benefit of those requiring care.

The proposed courses, which I have reviewed, are excellent and are not available in, for example, the M.S.A. Program at the University of Connecticut.

As a non-profit health and social service agency, we have two persons who have indicated an interest in such a degree concentration.

Thanking you for the opportunity to offer my support for this local effort, I remain,

Sincerely yours,

Greta M. Cina. A.C.S.W.
Executive Director

GMC:sh



CITY OF DANBURY
DANBURY HEALTH DEPARTMENT
254 MAIN STREET
2nd FLOOR
DANBURY, CONNECTICUT 06810

February 16, 1982

Dr. Douglas M. Fox
Public Administration Program
Western Connecticut State College
181 White Street
Danbury, Connecticut 06810

Dear Dr. Fox:

Thank you for the opportunity to review the curriculum proposal for the M.S.A. Public Health tract. It is my feeling that such a program may encourage health professionals, and others, to pursue academic goals and achievement.

Please contact me if there is anything further I may do to help you with this worthwhile venture.

Yours truly,

Frank Grosso, Jr., M.P.H.
Director of Health

tss



45.

CITY OF DANBURY
DEPARTMENT OF HEALTH
254 MAIN STREET
DANBURY, CONNECTICUT 06810

March 6, 1981

Dr. Douglas Fox
Public Administration
State of Connecticut
Western Connecticut State College
181 White Street
Danbury, Connecticut 06810

Dear Dr. Fox:

Your letter of February 23, 1981, has been referred to me from Mayor James E. Dyer concerning your proposal for a Concentration in Health Care Administration in Western Connecticut State College's MSA degree.

The Danbury Health Department would look with great favor upon the establishment of an MSA program in Health Care Administration. As a growing department in a rapidly growing and changing community the needs for increased administrative skill to obtain greater efficiencies are self evident. The Department would hope to contribute to the program by sharing its experiences and to profit from such a program in the enhanced performance of its management personnel.

Sincerely,

Thomas F. Draper, M.D., M.P.H.
Associate Director of Health
Director of Health, Acting

cc: Mayor James E. Dyer

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Mediplex of Danbury

107 OSBORNE STREET
DANBURY, CONNECTICUT 06810

March 19, 1982

Professor Douglas Fox
Western Connecticut State College
181 White Street
Danbury, Connecticut 06810

Dear Professor Fox,

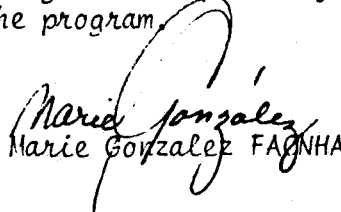
After reviewing the proposal for the concentration in Health Care Administration in the MSA degree program, I am most enthusiastic.

The program relates to the proficiencies essential to effective administrative knowledge and skills.

It is difficult for me to understand why the program is not available in this area, as candidates are traveling up-state or to New York. Danbury being one of the fastest growing areas in the country, requires a wide range of health services which is evident by the increasing number of Health Agencies, seeking qualified personnel.

My own profession Nursing Home Administrator is young and only started in its process of professionalism with more requirements on the horizon.

Thanking you for allowing me to express my opinion in the endorsement of the program.


Marie Gonzalez FAGNHA

MG/ef

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GLEN HILL CONVALESCENT CENTER

GLEN HILL ROAD • DANBURY, CONNECTICUT • TEL: 744-2840

March 23, 1982

Dr. Douglas Fox
Western Conn. State College
181 White St.
Danbury, Conn. 06810

Dear Dr. Fox:

Thank you for giving me the opportunity to review your proposal for a MSA Degree, with a concentration in Health Administration.

I believe that the program would be extremely helpful for middle and upper management personnel who work in the Health Care field and who live in this area of the state. I have spoken with several employees and they have expressed a desire in seeing a program of this type instituted.

Please feel free to contact me if I can be of any help to you in this endeavor.

Sincerely,

James K. Malloy
James K. Malloy,
Administrator

JKM:co

DANBURY PAVILION HEALTHCARE

March 18, 1982

State of Connecticut
Western Connecticut State College
181 White Street
Danbury, Conn. 06810

Attention: Douglas Fox, Professor
Public Administration

Dear Mr. Fox:

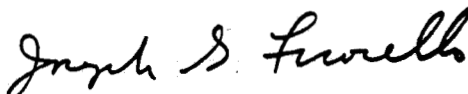
I have reviewed the proposal for a concentration in Health Administration MSA Degree Program. I found the program proposal extremely well developed and challenging. I for one would definitely be interested in entering such a program. Numerous members of my staff would also consider such a program.

In my present position as Administrator (for the past 5½ years in the Danbury area), I have found a serious deficiency of qualified programs for the health care professionals. Because we are located in northern Fairfield County, we usually have to drive long distances for us to be able to benefit from programs that will enable us to enhance our careers.

I wish you good luck and success in your endeavors to bring to this growing community a program such as you have proposed.

If I may be of further assistance, I am at your disposal.

Sincerely yours,



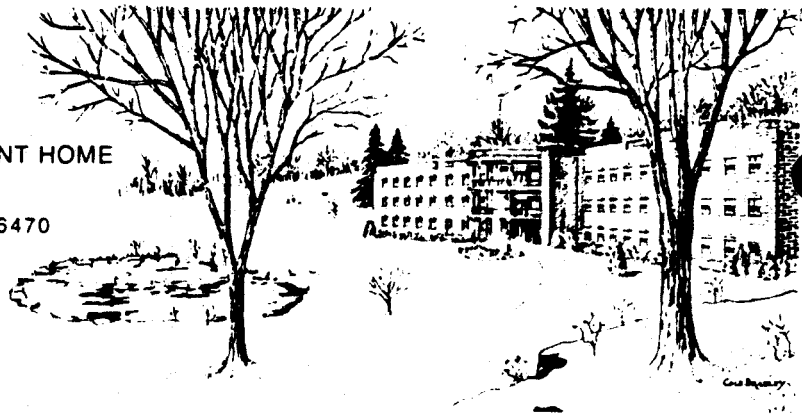
Joseph G. Ficocello
Administrator

JGF:cc

Buckingham Gardens

CONVALESCENT HOME

TODDY HILL ROAD • NEWTOWN, CONNECTICUT 06470
Telephone (203) 426-5847



GEORGE M. BOOTH
ADMINISTRATOR

March 31, 1982

Dr. Douglas Fox
Western Connecticut State College
181 White Street
Danbury, Ct. 06810

Dear Dr. Fox,

Professional Gerontology is a new field, a growing field that has not yet reached its status. It is expected that in the next decade there will be an increase of 7% in the "over 65" age population that will need increased health services.

There will be a need for one (1) million more beds, therefore, additional professional and particularly highly qualified administrative personal will be needed.

Your program is in keeping with this need and will provide area people an opportunity to advance their education and serves the needs of this area.

Please keep me informed of your plans concerning this program.

Thank you.

Best Regards,

George M. Booth,
Administrator

GMB/hll



CONVALESCENT HOME INC.

13 HAKIM ST., DANBURY, CT. 06810 Tel. (203) 744-3366

March 18, 1982

Dr. Douglas Fox
Professor Public Administration
Western Connecticut State College
181 White Street
Danbury, CT 06810

Dear Professor Fox:

I have looked over the course outline for the proposed concentration in Health Care Administration in your MSA degree program. Some comments, that relate principally to long term care aspects, are written in the margins. I feel that a comprehensive public administration program must include and address itself to the area of Health Care Administration. With regards to the elderly over 65 population, it is well known that this segment will continue to increase as a percentage of population at least till the year 2020. Traditional methods of providing long term care are being modified. Instead of the stand alone, single level of care, "mom and pop" type nursing home, environments are now being planned that will provide a wide range of services for the elderly population i.e. skilled care, intermediate care, congregate housing, day care, respite care, and home care to name but a few, all emanating from, say, a campus type arrangement. To provide and manage all the appropriate service levels will require more skill and specific training in administration than was necessary with the simplistic concepts in the past. Traditional methods of financing health care are also no longer viable-instead the health care administrator must be knowledgeable in fund raising techniques, Industrial Revenue bonds, HUD mortgage guarantees, Ginny Mae (GNMA) etc. In the evaluation of health care delivery systems the "seat of the pants" owner/operator/administrator is doomed by the complexity and only the specifically trained individual will survive. I do support your efforts to institute the MSA (Health Care) at Wesconn. It is especially timely considering the heavy corporate influx into this area and the excellent interstate highway network that makes Wesconn easily accessible to potential out of state graduate students. If I can be of any further assistance with this program, please do not hesitate to call.

Sincerely,

Frank Malone, PhD.
Vice President

FM/eml

Appendix IV

Western Connecticut State University Graduate Studies Catalog