

Transmittal Memo

Date: February 20, 2009

To: Joanne Arhar, Ph.D., Associate Dean
Student Services and Undergraduate Education
Frederick Schroath, Ph.D., Associate Dean
Graduate School of Management

From: Mary Dellmann-Jenkins, Ph.D., Director
School of Family & Consumer Studies

Re: Establish a Combined Degree program: BS in HDFS GNHA concentration and MBA

Summary statement describing the proposed action:

The intent of this proposal is to establish a Combined Degree: B.S. in Human Development & Family Studies with a concentration in Gerontology & Nursing Home Administration (HDFS GNHA) with a Master of Business Administration (MBA). This combined program will enable students to substitute up to 12 hours of selected MBA courses for their undergraduate degree coursework. Additionally, 6 hours of specific MBA requirements will be waived for students completing selected courses. Candidates must: a) complete 90 undergraduate credit hours with a 3.3 GPA, b) receive a better-than-average (determined by test year) score on the Graduate Management Admission Test (GMAT), and c) be accepted into the MBA program to take the graduate-level Business Administration courses.

The course substitutions will be:

- **BAD 63037** *Accounting for Managerial Action* for **ACCT 23020** *Financial Accounting*
- **BAD 63038** *Accounting for Managerial Action & Evaluation* for **ACCT 23021** *Introduction to Managerial Accounting*
- **BAD 64158** *Leadership & Managerial Assessment* for **MIS 34165** *Dynamics of Leadership*
- **BAD 64271** *Human Resources Management* for **MIS 34180** *HR Management*

The courses waived will be:

- **BAD 65051** *Marketing Management* for **MKTG 25010** *Marketing* (with B or higher)
- **MBA Elective**, 3 credits for **GERO 43092/43192** *Practicum in Nursing Home Administration I and II*

Listing of all curricular/consultative bodies that have approved this action:

- Human Development & Family Studies/Gerontology program area faculty; Dec. 3, 2008
- FCS Curriculum Committee; January, 29, 2009
- FCS FAC; February 2, 2009
- MBA Subcommittee; February 5, 2009
- Business Administration Graduate Council; February 16, 2009

Proposal Summary

Title: A proposal to establish a combined degree Bachelor of Science in Human Development and Family Studies with a concentration in Gerontology and Nursing Home Administration (HDFS-BS-GNHA) and Master of Business Administration (MBA).

Subject Specification: The intent of this proposal is to establish a Combined Degree: BS HDFS GNHA/MBA. This combined program is designed for gerontology students who, upon graduation, want to secure administrative positions in the nursing home industry.

This combined degree would be marketed to qualified baccalaureate HDFS Gerontology and Nursing Home Administration students who have indicated a strong interest in business management education. The combined program would enable students who meet rigid specifications to substitute up to 12 hours of selected MBA courses for their undergraduate degree coursework, and waive an additional 6 hours of a selected MBA requirements for consideration of specific undergraduate courses taken. Following Kent State University and College of Business Administration (BU) practices, candidates must: a) have completed 90 undergraduate credit hours with a 3.3 GPA, b) have received a better-than-average (determined by test year) score on the Graduate Management Admission Test (GMAT), and c) be accepted into the MBA program in order to take the graduate-level Business Administration courses. The application and all supporting documentation must be received by the deadline set by the College of Business Administration Graduate School of Management.

When undergraduate courses are complete (121 Hr.), the BS in HDFS is awarded. Another 36 credits are required to receive the MBA.

Background Information: Currently, the School of Family and Consumer Studies (in the College of Education, Health, and Human Services-EHHS) offers a B.S. in Human Development and Family Studies with 5 concentration options. One of these options is Gerontology with Nursing Home Administration (GNHA). The proposed combined degree program would be an additional option for qualified HDFS students.

The field of long-term care needs a larger pool of competent nursing home administrators (NHAs) who can ensure quality care to their residents while addressing increasingly complex regulatory demands, employee retention challenges, and competitive markets. This concern is being addressed at KSU through the GNHA career path. This program combines interdisciplinary coursework in the field of gerontology and business administration with an 800 hour supervised internship (GERO 43092, GERO 43192). Upon completion of this concentration, students are eligible to sit for the Nursing Home Administrator's Licensure Examination offered by the Ohio Department of Health and administered by the Board of Examiners of Nursing Home Administration (BENHA).

From 2001-2007, 83% of GNHA graduates from KSU have passed the state and national licensure examinations. Although our program is preparing graduates to pass licensure, alumni data suggests that the majority of graduates do not initially secure administrative positions. The proposed combined BS/MBA degree would expedite graduates' entrance

into administrative positions by increasing their business management competencies. Graduates with the combined degree program would also have the competencies to secure higher management positions in long-term care administration, such as Presidents or CEOs. (Please see external letters of endorsement.)

The central goal of the proposed combined program is to encourage qualified students to expedite their progress through undergraduate and graduate curriculum. Facilitating our students' success in both business management and long-term care administration as well as core gerontology coursework will yield graduates who are more competitive in securing administrator positions. There is strong consensus among experts in the field of long-term care (Castle, 2005; Castle & Shugarman, 2005; Singh & Schwab, 2000; 2001) that: (a) there is a current shortage of well-qualified, skilled nursing home administrators; and (b) colleges and universities need to develop programs that will graduate NHAs who can assume upper-management and leadership positions.

Alternatives and Consequences:

Maintain current separate educations and fail to expedite qualified students' success in securing administrative positions in long-term care.

If the Combined MBA-BS in Human Development and Family Studies, Gerontology and Nursing Home Administration concentration is implemented:

1. Expedited education of masters prepared nursing home administrators
2. Enhanced attractiveness of Kent State University's Gerontology and Nursing Home Administration program
3. Slight increase in advising time for students enrolled in combined program.

Specific Recommendation and Justification:

To establish a Combined Degree: BS in HDFS, Gerontology & Nursing Home Administration and Master of Business Administration. The proposed combined program is designed for gerontology students who want to secure administrative positions in the nursing home industry.

Timeline:

The proposal was approved by the Human Development and Family Studies faculty on December 3, 2008; the FCS curriculum committee on January, 29 2009; and the FCS FAC on February 2, 2009. It was approved by the MBA Subcommittee on February 5, 2009 and the Business Administration Graduate Council on February 16, 2009. The proposal will be presented at the EHHS Undergraduate Council on February 20, 2009 and the EPC on March 30, 2009. If approved, this program would be available Spring 2010.

KENT STATE UNIVERSITY

Effective Date Spring 2010 Approved by EPC _____

Department Family and Consumer Studies

College EH - Education, Health and Human Services

Degree BS - Bachelor of Science MBA - Master of Business Administration

Program Name **Combined Degree: Bachelor of Science in Human Development & Family Studies,
Master of Business Administration**

Program Code **HDFS-MS-GNHA-BU-MBA**

Concentration(s)	Gerontology and Nursing Home Administration	Concentration(s)	Code(s)	GNHA
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Proposal	Establish Program
<p>1. Program Description: The program is designed to provide a comprehensive overview of the current state of the industry, including market trends, key players, and emerging technologies. It will also explore the challenges and opportunities facing the sector.</p> <p>2. Objectives: The primary goal of the program is to equip participants with the knowledge and skills necessary to succeed in the industry. Specific objectives include:</p> <ul style="list-style-type: none"> Understanding the industry landscape and its key components. Identifying market opportunities and threats. Developing a strategic plan for business growth. Building a network of industry professionals. <p>3. Target Audience: The program is targeted at individuals and organizations seeking to gain a competitive edge in the market. This includes entrepreneurs, business owners, and professionals looking to expand their knowledge and skills.</p> <p>4. Program Structure: The program is structured into four main modules, each focusing on a different aspect of the industry. The modules are:</p> <ul style="list-style-type: none"> Module 1: Industry Overview and Market Analysis Module 2: Business Strategy and Planning Module 3: Marketing and Sales Strategies Module 4: Financial Management and Reporting <p>5. Program Duration: The program is designed to be completed over a period of six weeks, with each module lasting approximately two weeks. Participants will have access to a dedicated online portal for course materials and communication.</p> <p>6. Program Fees: The program fee is set at \$1,500 per participant, which includes access to all course materials, a certificate of completion, and a networking event at the end of the program.</p> <p>7. Program Evaluation: The program will be evaluated using a combination of pre-program surveys, mid-program assessments, and post-program feedback. The results of the evaluation will be used to improve the program and ensure it remains relevant and effective.</p>	<p>1. Program Description: The program is designed to provide a comprehensive overview of the current state of the industry, including market trends, key players, and emerging technologies. It will also explore the challenges and opportunities facing the sector.</p> <p>2. Objectives: The primary goal of the program is to equip participants with the knowledge and skills necessary to succeed in the industry. Specific objectives include:</p> <ul style="list-style-type: none"> Understanding the industry landscape and its key components. Identifying market opportunities and threats. Developing a strategic plan for business growth. Building a network of industry professionals. <p>3. Target Audience: The program is targeted at individuals and organizations seeking to gain a competitive edge in the market. This includes entrepreneurs, business owners, and professionals looking to expand their knowledge and skills.</p> <p>4. Program Structure: The program is structured into four main modules, each focusing on a different aspect of the industry. The modules are:</p> <ul style="list-style-type: none"> Module 1: Industry Overview and Market Analysis Module 2: Business Strategy and Planning Module 3: Marketing and Sales Strategies Module 4: Financial Management and Reporting <p>5. Program Duration: The program is designed to be completed over a period of six weeks, with each module lasting approximately two weeks. Participants will have access to a dedicated online portal for course materials and communication.</p> <p>6. Program Fees: The program fee is set at \$1,500 per participant, which includes access to all course materials, a certificate of completion, and a networking event at the end of the program.</p> <p>7. Program Evaluation: The program will be evaluated using a combination of pre-program surveys, mid-program assessments, and post-program feedback. The results of the evaluation will be used to improve the program and ensure it remains relevant and effective.</p>

Description of proposal:

Using existing courses in existing BS-HDFS-GNHA and BU-MBA degree programs, establish a combined degree (BS/MBA) requiring a total of 157 hours.

Does proposed revision change program's total credit hours? ☒ Yes ☐ No

Current total credit hours: 0 Proposed total credit hours 157

Describe impact on other programs, policies or procedures (e.g., encroachment and duplication issues; enrollment and staffing considerations; need; audience; prerequisites; teacher education licensure):

None

Units consulted (other departments, programs or campuses affected by this proposal):

College of Business Administration & Graduate School of Management

REQUIRED ENDORSEMENTS

H. Dellamonico-Jenkins 2/9/2009
Department Chair / School Director / Campus Dean

College Dean

Executive Dean of Regional Campuses / Dean of Graduate Studies

Senior Vice President for Academic Affairs and Provost

Critical requirements are boldface in shaded areas

Course Subject and Title	Credit Hours	Upper Division	Min. Grade	Important Notes
Semester One: [16 Credit Hours]				
Required: minimum 3.3 GPA in undergraduate coursework				
ENG 11011 College Writing	3			Fulfills Composition requirement
GERO 14029 Intro to Gerontology	3			CANNOT be used to fulfill LER requirement for Gerontology majors
SOC 12050 Intro to Sociology	3			Fulfills Social Sciences LER requirement Fulfills Domestic Diversity requirement
US 10097 First Year Experience	1			
LER Math & Critical Reasoning	3			Visit www.kent.edu/catalog and search "LER" for course lists
LER Humanities-A&S	3			Encourage to fulfill global diversity requirement; visit www.kent.edu/catalog and search "LER" and "diversity" for course lists
Semester Two: [15 Credit Hours]				
ECON 22060 Principles of Microeconomics	3			Fulfills Additional LER requirement
HDFS 24011 Interpersonal Relationships & Families	3			
NUTR 23511 Science of Human Nutrition	3			Fulfills Basic Sciences LER requirement
PSYC 11762 General Psychology	3			Fulfills Social Sciences LER requirement
LER Humanities-Fine Arts	3			Visit www.kent.edu/catalog and search "LER" for course lists
Semester Three: [17 Credit Hours]				
BSCI 20020 Biological Structure & Function	5			Fulfills Basic Sciences, lab LER requirement
ENG 21011 College Writing II	3			Fulfills Composition requirement
MKTG 25010 Marketing	3		B	Fulfills MBA Mgmt Core, Mkting requirement (substitute for BAD 65051 Marketing Mgmt)
MIS 24163 Principles of Management	3			
PSYC 21211 Psychology of Adjustment	3			Fulfills Additional LER requirement
Semester Four: [18 Credit Hours]				
ENG 20002 Intro to Technical Writing	3			
GERO 44030 Adult Development & Aging	3	■	C	Fulfills writing-intensive requirement
HDFS 34031 Cultural Diversity	3	■		
SOC 42879 Aging in Society	3	■		Only offered spring semester
Elective, Major	6			
Semester Five: [18 Credit Hours]				
Students must apply for admission into the MBA program, take GRE/GMAT—for Senior Year. The application and all supporting documentation must be received by the deadline set by the College of Business Administration Graduate School of Management (see application instructions http://business.kent.edu/students/grad/instructions.aspx)				
BSCI 40020 Biology of Aging	3	■		
GERO 44031 Social Policy & Community Resources	3	■		Only offered fall semester
GERO 44032 Long Term Care Administration	3	■	B	Only offered fall semester
LER Humanities	3			Visit www.kent.edu/catalog and search "LER" for course lists
Elective, Major	6			

Course Subject and Title	Credit Hours	Upper Division	Min. Grade	Important Notes
Semester Six: [15 Credit Hours]				
Students must apply for admission into the MBA program, take GRE/GMAT—for Senior Year. The application and all supporting documentation must be received by the deadline set by the College of Business Administration Graduate School of Management (see application instructions http://business.kent.edu/students/grad/instructions.aspx)				
GERO 30656 Psychology of Aging	3	■		
NUTR 43521 Food: Diet Modification	2	■		Only offered spring semester
PHIL 40005 Health Care Ethics	3	■		
SOC 42563 Soc of Health & Health Care	3	■		
SPA16 44130 Communication Disorders of the Aging	2	■		Only offered spring semester
Elective, Major	2			
Semester Seven: [11 Credit Hours]				
*Must have completed 90 undergraduate credit hours, have a 3.3 GPA, a better than average score on the Graduate Management Admission Test (GMAT), and be accepted into the MBA program to take graduate-level courses. Work closely with your advisor. When undergraduate courses are complete (121cr), the BS in HDFS is awarded. Another 36 credits are required to receive MBA.				
GERO 43092 Practicum in NHA I	5	■		Taken in consecutive semesters with GERO 43192
*BAD 63037 Financial Acctg for Managerial Action	3	▲		Substitute for ACCT 23020 Intro Financial Accounting
*BAD 64158 Leadership & Managerial Assessment	3	▲		Substitute for MIS 34165 Dynamics of Leadership
Semester Eight: [11 Credit Hours]				
*Must have completed 90 undergraduate credit hours, have a 3.3 GPA, a better than average score on the Graduate Management Admission Test (GMAT), and be accepted into the MBA program to take graduate-level courses. Work closely with your advisor. When undergraduate courses (121cr) are complete, the BS in HDFS is awarded. Another 36 credits are required to receive MBA.				
GERO 43192 Practicum in NHA II	5	■		Taken in consecutive semesters with GERO 43092; Fulfills 3cr of MBA elective requirements
*BAD 63038 Acctg for Managerial Action & Evaluation	3	▲		Substitution for ACCT 23021 Intro to Managerial Accounting
*BAD 64271 Human Resources Management	3	▲		Substitution for MIS 34180 HR Mgmt
Summer I [3 Credit Hours]				
Students must maintain a 3.0				
*BAD 64005 Statistics for Management	3	▲		
Semester Nine [12 Credit Hours]				
Students must maintain a 3.0				
*BAD 64041 Operations Management	3	▲		
*BAD 64042 Management Information Systems	3	▲		
*ECON 62021 Bus Conditions Analysis & Pub Policy	3	▲		
Elective or ECON 62010 Survey of Economics	3	▲		
Semester Ten [12 Credit Hours]				
Students must maintain a 3.0				
*BAD 64185 Business Strategy	3	▲		Only offered spring semester
*BAD 66050 Legal & Ethical Enviro of Mgmt Decisions	3	▲		
*BAD 66061 Financial Management I	3	▲		
*ECON 62022 Managerial Economics	3	▲		
Summer II [9 Credit Hours]				
Students must maintain a 3.0				
*BAD 65184 International Business	3	▲		Fulfills MBA International Elective requirement
*Elective	6	▲		graduate level business or gerontology course

Graduation Requirements Summary						
Total Hours	Upper-Division Hours	Liberal Education Requirements Hours	Diversity Course Global / Domestic	Writing-Intensive	Minimum	
					Major GPA	Overall GPA
157	80	38	1 st semester/SOC 12050	GERO 44030	3.3	3.3

Special Notes for Degree/Major:

Must have completed 90 undergraduate credit hours, have a 3.3 GPA,, a better than average score on the Graduate Management Admission Test (GMAT), and be accepted into the MBA program to take graduate-level courses. Work closely with your advisor. When undergraduate courses are complete (121cr), the BS in HDFS is awarded. Another 36 credits are required to receive MBA.

Liberal Education Requirements (LER)

Students must complete a minimum 36 credit hours of Liberal Education Requirements. Colleges or degree programs may specify certain courses to fulfill the requirements. Courses in the students' major field will not count toward the completion of any LER. Honors equivalents shall satisfy the LER. None of the courses on the LER list may be taken with a pass/fail grade.

Diversity Course Requirement

Students must complete a two-course diversity requirement, consisting of one with a domestic focus and one with a global focus. One course must be come from the LER and cannot be in the student's major. The second course may be taken as a second LER; or within a major or minor; or as a general elective; or, with dean's approval, by completing one semester of study in another country.

Writing-Intensive Course Requirement

Students must complete a one-course writing-intensive requirement in their major and earn minimum C (2.00) grade.

Upper-Division Requirement

In general, baccalaureate programs require the successful completion of at least 39 upper-division (numbered 30000 to 49999) credit hours of coursework. Programs in the College of Arts and Sciences require a minimum of 42 hours of upper-division coursework.

Name: _____

Catalog Year: _____

Banner ID: _____

Date: _____

Please Note: This requirement sheet will become void unless 12 hours of credit at Kent State University have been earned in a two-year period.
Preserve this sheet. It is your only assured official statement of degree requirements.

General Course Work (42 hours)

US	10097	First Year Experience FLASH Point.....	1
Composition			
ENG	11011	College Writing I	3
ENG	21011	College Writing II	3

Mathematics & Critical Reasoning

Choose ONE from LER Mathematics & Critical Reasoning

Social Sciences

PSYC	11762	General Psychology	3
SOC	12050	Introduction to Sociology	3

Additional

PSYC	21211	Psychology of Adjustment	3
ECON	22060	Principles of Microeconomics.....	3

Diversity requirements met? ☐ Global ☐ Domestic

Major Course Work (107 Hours) A minimum 3.3 GPA or better is required in all major coursework

Core Course Work (21 hours)

BSCI	40020	Biology of Aging(BSCI20020/waive CHEM)	3
GERO	14029	Intro. to Gerontology	3
GERO	30656	Psychology of Aging	3
w GERO	44030	Adult Development & Aging	3

Basic Sciences

BSCI	20020	Biological Structure & Function	5
NUTR	23511	Science of Human Nutrition	3

Humanities and Fine Arts

Select three from LER Humanities & Fine Arts. One must be from Arts & Sciences and one must be a fine arts course.

(See Reverse)

(A&S)

Choose ONE from LER Fine Arts

English Requirement

ENG	20002	Intro to Technical Writing	3
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Interdisciplinary Course Work (13 hours)

HDFS	24011	Interpers Relationship & Families	3
NUTR	43521	Food: Dietary Modification	2
PHIL	40005	Health Care Ethics	3

SOC	42563	Sociology of Health & Health Care	3
SPA	44130	Comm Disorders of the Aging	2

Major Electives (14 hours) Choose 14 hours

GERO	41095	Special Topics in Gerontology (1-3)	
HDFS	44021	Family Intervention (3)	
HDFS	44023	Building Family Strengths (3)	
HDFS	44031	Intergenerational Family Caregiving (2)	
HDFS	44032	Non-Profit Fund/Grant Writing (3)	
HED	42041	Health Counseling (3)	

IHS	44010	Research Des Stat. Meth. Health	(3)
JMC	28001	Principles of Public Relations	(3)
M&IS	24053	Intro to Computer Applications	(3)
PSYC	21621	Quantitative Methods in Psyc	(3)
RPTM	36010	Rec, Leisure, & Aging (waive prereq)	(3)
SOC	42010	Death and Dying	(3)

Nursing Home Administration Requirements (GNHA) Approved by State Board of Licensing for Nursing Home Admin (31 hours)

BAD	63037	Financial Acctg for Mgrl Action	3
BAD	63038	Acctg for Mgrl Action & Evaluation	3
BAD	64158	Leadership & Mgrl Assessment	3
BAD	64271	Human Resource Management	3

GERO	43092	Practicum Nursing Home Admin I	5
GERO	43192	Practicum in Nursing Home Admin II	5
GERO	44032	Long-Term Care Admin	3
MIS	24163	Principles of Management	3
MKTG	25010	Marketing	3

Master of Business Administration Requirements (36 hours)

BAD	64005	Statistics for Management	3
BAD	64041	Operations Management	3
BAD	64042	Management Information Systems	3
BAD	64185	Business Strategy	3
BAD	66050	Legal & Ethical Enviro of Mgmt Dec	3

BAD	66061	Financial Management I	3
ECON	62021	Bus Conditions Analysis & Pub Policy	3
ECON	62022	Managerial Economics	3
		International Elective, graduate level	3
		Elective, graduate level (ECON 62010 suggested)	9

I have reviewed the requirement sheet and professional requirements with an advisor and assume responsibility for remaining informed and completing my program.

Total Hours Completed _____

Hours Needed: _____

General Coursework _____

Core Coursework _____

Interdis Coursework _____

NHA Coursework _____

MBA Requirements _____

General Electives _____

Total for Degree _____

Student Signature: _____

Advisor's Signature _____

www.ehhs.kent.edu/oss

Please refer to page 2 for program notes.

**BS Gerontology /MBA Program
Sample schedule**

Fall	Spring	Summer
<i>Senior year (BS/MBA)</i> BAD 63037 Fin Acct BAD 64158 Leadership -or- BAD 64005 Statistics <div>6 hrs</div>	<i>Senior year (B S/MBA)</i> BAD 63038 Mgr Acct BAD 64271 HR Mgmt -or- BAD 64005 Statistics <div>6 hrs</div>	<i>MBA</i> BAD 64005 Statistics <div>3 hrs</div>
<i>MBA – 5th year</i> BAD 64042 MIS ECON 62021 Bus Cond ECON 62010 Survey Econ -or- BAD 64041 Ops Mgmt Elective <div>12 hrs.</div>	<i>MBA</i> BAD 66050 Law BAD 64185 Strategy ECON 62022 Mgr Econ BAD 66061 Finance <div>12 hrs</div>	<i>MBA</i> BAD 65184 Intl Bus Elective Elective -or- BAD 64041 Ops. Mgmt. <div>9 hrs.</div> <i>Total: 48 hours</i>
<i>Assumptions:</i> <ul style="list-style-type: none"> • MKTG 25010 taken • Undergraduate internship approved for elective 		

MBA PROGRAM REQUIREMENTS (AS OF FALL 2002)

PROGRAM SHEET

FOR: Combined degree, BS Gerontology/MBA

I. Background Information

A. Student's prior college/university experience(s):

Undergraduate degree & major: _____ College/University: _____

Graduate degree and field: _____ College/University: _____

B. If a business undergraduate major, is program AACSB-accredited? Yes _____ No _____

C. Proficiency – Quantitative Skills: Required _____ Waived _____
(see page 3)

D. Proficiency – Computer Skills: Recommended _____ Waived _____

II. Management Core

	Hours	Waived*	Term	Grade
Accounting:				
BAD 63037 Financial Accounting For Managerial Action	3	_____	Senior	_____
BAD 63038 Accounting For Managerial Action & Evaluation	3	_____	Senior	_____
Computers:				
BAD 64042 Management Information Systems	3	_____	MBA	_____
Economics:				
ECON 62021 Business Conditions Analysis & Public Policy	3	_____	MBA	_____
ECON 62022 Managerial Economics	3	_____	MBA	_____
Finance:				
BAD 66061 Financial Management I	3	_____	MBA	_____
Human Resources Management:				
BAD 64271 Human Resources Management	3	_____	Senior	_____
Marketing:				
BAD 65051 Marketing Management – MKTG 25010	3	Waived	Soph?	_____
Operations:				
BAD 64041 Operations Management	3	_____	MBA	_____
Statistics:				
BAD 64005 Statistics For Management	3	_____	Senior /MBA	_____
SUBTOTAL, Core Courses	30-27			

III. Executive Modules (suggested to be taken within the first 12 hours of student's program)

		Hours	Term Taken	Grade
BAD 64158	Leadership and Managerial Assessment-- includes managing cultural diversity, TQM, team building, project management, negotiations, and communication skills, among other topics	3	Senior	_____
BAD 66050	The Legal and Ethical Environment of Management Decisions-- includes social obligations of business and legal regulatory considerations	3	MBA	_____
SUBTOTAL, Executive Modules		<u>6</u>		

IV. Integrative Management Course:

BAD 64185 Business Strategy or approved substitution
 Course number selected _____ Course title selected _____

Hours	Term Taken	Grade
3	_____	_____

V. International Elective

To be selected from courses in international concentration.

Course number selected _____ Course title selected _____

Hours	Term Taken	Grade
3	MBA	_____

VI. Other Electives

Students may pursue a concentration. A concentration will consist of a minimum of at least 12 credit hours.

International elective may be used as part of a concentration, but its use in this manner will not reduce the total number of elective hours needed (12). See policy for students in accelerated program -- electives may be as few as six hours.

9 - 12 hours

Course No.	Course Title	Hours	Term Taken	Grade
_____	<u>Undergraduate Internship</u>	<u>Waived</u>	<u>Senior</u>	_____
_____	ECON 62010 Survey of Econ or Elective	_____	MBA	_____
_____	Elective	_____	MBA	_____
_____	Elective	_____	MBA	_____
_____	_____	_____	_____	_____

Name: _____

MBA PROGRAM SUMMARY

Maximum hours: 54 Hours

Minimum Hours: 39 Hours

Core Courses (30 Hours)	27 (9 taken as senior, 18 taken in 5 th year as MBA)
Executive Modules (6 hours)	6 (3 taken as senior, 3 taken in 5 th year as MBA)
Integrative Management Course (3 hours)	3 (3 taken in 5 th year as MBA)
International elective (3 hours)	3 (3 taken in 5 th year as MBA)
Other electives (12 hours)*	9-12 (3 as undergraduate internship, 9 taken in 5 th year as MBA)

TOTAL MBA PROGRAM

48 - 51 (if no undergraduate internship taken)

Proficiency Work Required:

Computer Proficiency

may be recommended

Based on our review, it appears that you may be lacking proficiency in computer software usage. MBA students are expected to know how to use the internet, along with Microsoft Word, Excel, and Powerpoint. If you are not proficient in these areas, we recommend that you take a preparatory computer workshop. Proficiency computer workshops will not count toward program hour requirements.

Quantitative Proficiency (3)

if needed, is a 3 hour elective

ECON 62010, Survey of Economics – Covers basic algebraic and elementary calculus concepts. This course counts toward the MBA program as a 3 credit hour elective. A student has the option of taking a quantitative proficiency test to try to waive out of the Survey of Economics course. Please contact the Graduate School of Management to schedule an appointment.

Additional Notes:

*Every student needs at least six (6) hours of elective courses and those with a non-business undergraduate degree need 12. A minimum of twelve (12) hours is required for a concentration. If a student's program falls below the 39-hour program minimum, he/she will make up the hours through added elective coursework. Core courses from which a student is waived may NOT be taken as electives.

Signature:

GSM Adviser _____

Date: _____

Name: _____



Western Reserve

MASONIC COMMUNITY, INC.

January 22, 2009

Dr. Mary Dellmann-Jenkins
Director, School of Family and Consumer Studies
100 Nixson hall
Kent State University
Kent, OH 44242

Dear Dr. Dellmann-Jenkins,

I am writing in support of the recommended dual degree program that combines the Bachelor of Science degree (in Human Development & Family Studies/concentration in Nursing Home Administration) with a Master of Business Administration.

As a professional, with over twenty years of business and health care experience, I see the need to enhance this educational curriculum. By combining these two distinct disciplines the young professional will be better prepared to "lead" in this increasingly complex field of aging.

Our country is preparing to experience a "wave" of aging adults whose numbers will begin growing exponentially while provider organizations are simultaneously being challenged to find qualified leaders. The added Business Administration components (of an MBA) will significantly improve the preparedness of our young professionals.

As this proposal is reviewed, I would like to emphasize one final thought: Our students (and soon to be young professionals) will be charged with the responsibility to lead organizations whose sole purpose is the well-being of our older adults. It is for these reasons that I enthusiastically support the proposed dual Bachelor of Science/Master of Business Administration degree program.

Sincerely,

Jay Dettorre
President

JAY DETTORRE

3001 Quail Ridge
Akron, OH 44319

Residence: 330/644-8454

Business: 330/721-3271

**EXECUTIVE MANAGEMENT
PRESIDENT/C.E.O.**

- PROFILE:**
- > Skilled in strategic planning and goal setting, proficient in early problem identification with experience in achieving desired results.
 - > Comprehensive experience in recruiting, training and motivating high-performance teams; established in the utilization of a team-approach.
 - > Conversant with emerging industry trends affecting the current and future needs in healthcare; proven ability to provide quality services, and maintain a high level of resident satisfaction.
 - > Extensive knowledge in the development and implementation of an operating budget, achieving positive results.

CAREER BACKGROUND

Western Reserve Masonic Community, Medina, OH

2002-present

President

Responsible the overall operation of the organization including, and not limited to, future initiatives, board relationships, community relationships and strategic planning.

- Successful development of strong operational team.
- Successful turn-around of a formerly distressed CCRC.
- Reduced operating loss by 50% within a 4 year period.
- Maintained an annual "controllable" employee turnover of 13%.

Rockynol Retirement Community, Akron, OH

1993-2002

Administrator

Responsible for the management of the day-to-day operations of Rockynol Retirement Community. We serve 273 resident with a team of 245 employees.

Accomplishments include:

- Proven fiscal management of the operational and capital budgets.
- The maintenance of an excellent survey history, while providing high levels of confirmed resident satisfaction.
- Served as a member of the "Hospitality Action Team" responsible for the development of the Hospitality initiative for Ohio Presbyterian Retirement Services.
- Continued enhancement of our Wellness philosophy throughout all levels of care.

CAREER BACKGROUND, CONTINUED

Vencor Corporation, Akron, OH

1992-1993

Assistant Administrator

Bridgepark Rehabilitation Center is a 175-bed nursing facility. Responsible for the day-to-day operations, serving 170 residents with a team of 125 employees.

Accomplishments include:

- Successful implementation of care standards through our Continuous Quality Improvement Process.
- Measurable improvement in the area of resident care.

Administrator-in-Training

1991-1992

Relocated to Akron, Ohio, and completed the requirements to become a Licensed Nursing Home Administrator. My A.I.T. was completed at Heather Knoll Nursing Center located in Tallmadge, Ohio. Prior to beginning my A.I.T., I consulted privately for an independent retirement community.

Senior Lifestyle Corporation, Chicago, IL

1988-1991

General Manager

Served the corporation in a variety of managerial positions culminating with the promotion to General Manager.

Accomplishments include:

- Successful opening of 476-unit independent retirement community.
- Proven fiscal management of the operational budget.
- Established, and maintained, confirmed high levels of resident satisfaction.

Hyatt Hotels and Resorts International, Columbus, OH

1984-1988

Front Office Manager

Formally trained within the hospitality industry through various employment opportunities. Demonstrated successful management skill in a 266-room "Suite" and a 631-room "Convention" hotel.

RELATED EXPERIENCE:

Current Lecturer/Adjunct Faculty: Core of Knowledge
The Ohio State University

Current Member: Advisory Board Member, Core of Knowledge,
The Ohio State University

Current Member: Regional Convener for Northeast Ohio,
A.O.P.H.A.

Former Presenter: Development/Implementation of Hospitality Initiative
A.O.P.H.A.

Former Presenter: Quality Indicators
A.O.P.H.A.

Former Member: Healthcare Committee
A.O.P.H.A.

Former Member: Board of Directors,
Red Cross, Medina Chapter

LICENSE:

Licensed Nursing Home Administrator, #3979
State of Ohio

EDUCATION:

The Ohio State University, Columbus, OH
Bachelor of Science Degree: Consumer Economics

To Whom It May Concern:

As a former Kent State graduate and a long-term care professional, I fully support the proposed combined degree of BS in HDFS, Gerontology & Nursing Home Administration and Master of Business Administration.

In today's long term care industry, the role of nursing home administrator has grown increasingly challenging. Not only are administrators expected to understand nursing home regulations, but they are also responsible for the overall quality of care, business development, and management of financials and "bottom-line" expectations. Too often we find that administrators are overwhelmed by the combination of these responsibilities and are not equipped to handle these fast-paced challenges, and this has resulted in a high rate of turnover in our industry. The proposed combined degree at Kent State helps address this issue. Not only will the student be exposed to theory and textbook understanding of long-term care, but they will also get to experience, "hands-on," how a nursing home really operates, and the everyday challenges that are faced. More importantly, the MBA portion of the program will enable the student to better understand the business of nursing homes, including marketing and financial statement analysis, which can be just as valuable as understanding the actual operations of a long-term care facility.

It is my opinion that a graduate from your proposed program would present as a higher caliber candidate in the long-term care industry. In fact, many corporations are re-evaluating their hiring criteria to include a Masters degree when experience is lacking, and this would give a graduate from your program a distinct advantage over other candidates.

Sincerely,

Terry Holecek, District Director of Operations
Ohio Kindred Healthcare
614-891-6874 – Office
614-891-7082 - Fax

Terrence M. Holecek

485 Woodard Place
Powell, OH 43065

ttholecek@aol.com

614-985-5960

CAREER PROFILE

- Seventeen years of experience working in the long-term care industry, including regional multi-facility management, administration of facility operations, sales and marketing development, and long-term care consulting.
 - Results-oriented and decisive leader with proven ability to improve P&L performance through delivery of quality resident care, staff education, business development, and operating efficiencies.
 - Excellent interpersonal, communications and team-building skills.
-

PROFESSIONAL EXPERIENCE

KINDRED HEALTHCARE, INC. – Columbus, Ohio

2005-present

Director of Operations, Ohio District

Responsible for the overall operational budget and performance outcomes for 13 skilled nursing facilities throughout Ohio, including the management of a 12 member district consulting team.

- Identified new business opportunities in the Cleveland market resulting in the acquisition of a skilled nursing and assisted living campuses in that market.
- Successfully managed the transition process for acquired campus through implementation of company policies and procedures.
- Initiated and implemented collaborative efforts with Kindred hospital division in the Cleveland market resulting in increased ADC.

NEW AGE HEALTHCARE PARTNERS, INC. – Kent, Ohio

2003-2005

Partner and Vice-President

Created a start-up healthcare company consisting of two divisions: *consulting*, which provided healthcare consulting services to nursing homes and also conducted NAB-approved continuing education seminars for long-term care professionals; and *homecare*, which provided non-medical homecare services to seniors.

- Directly responsible for the healthcare consulting division, specializing in interim turn-around management, recruitment and training of key facility managers, staff stabilization, survey management, census development and enhancement of operating efficiencies.
- Developed and presented customized seminar and training programs; topics included resident abuse, customer service, and sales and marketing development.
- Presented executive training seminars at the 2004 and 2005 Ohio Healthcare Association's Annual Convention.
- Responsible for all aspects of the company operations, including strategic planning, business development, employee hiring and training, and community relations.

TANDOM REGIONAL MANAGEMENT OF OHIO, INC. – Wadsworth, Ohio

2001-2003

Regional Vice President of Operations

Responsible for the overall operational budget and performance outcomes of eight skilled nursing facilities and one assisted living in Ohio. Responsibilities included hiring administrators, training and evaluating employees, determining and communicating regional business objectives and strategies, prioritizing objectives, building strategic alliances between business units, and day-to-day supervision of consultant team.

- Lead and managed a regional consultant team consisting of nursing home administrators, nurse consultant, MDS nurse consultant, dietician and financial consultants.

Terrence M. Holecek

TANDOM REGIONAL MANAGEMENT OF OHIO, INC. (cont'd)

- Improved Medicare occupancy region-wide by 50% and increased revenue performance through case mix efficiencies and improved resident outcomes.
- Successfully managed the acquisition of three skilled nursing facilities by building and strengthening internal support systems, building collaboration, and teamwork within consulting team, determining business objectives and appropriate execution, and implementation of company policies and procedures.

BEVERLY HEALTHCARE, INC. - Northeast Ohio

1991-1997 and 1998-2001

Executive Director

Served as nursing home administrator for various facilities within the organization, progressing to increased levels of responsibility. Operational experience ranges from a 40-bed long-term care facility to a 202-bed, multi-facility campus.

- Consistently a solid performer in exceeding financial goals and other operational objectives such as increased occupancy and reduced employee turnover.
- Repeatedly met and exceeded key clinical indicators for quality resident care through internal quality assurance programs and state survey outcomes.
- Increased both employee and resident satisfaction through recognition programs, staff training and family education.
- Obtained Medicare certification and developed the related internal support systems.

Regional Group Sales and Marketing Manager – NC/SC/VA Region

Managed three Area Account Executives in addition to the Directors of Admissions for 19 long-term care facilities with the responsibility of increasing referral base, occupancy and market penetration.

- Provided extensive training and support to facility department managers, focusing on customer service and referral development.
- Developed and implemented facility-specific sales and marketing plans to assist facilities in achieving regional wide growth objectives.
- Coordinated sales and marketing efforts with consultant team to meet area's performance plan.

NCS HEALTHCARE - Cleveland, OH

1997-1998

Area Account Executive

Sold clinical/financial software, pharmacy, and ancillary services to long-term care facilities.

- Enhanced customer awareness of ancillary and software product lines through presentations, demonstrations and pharmacy tours.
 - Received sales award for increased product utilization in sales territory.
-

EDUCATION AND CERTIFICATIONS**KENT STATE UNIVERSITY – Kent, OH**

Bachelor of Arts in Gerontology

1991

Masters of Arts in Gerontology

2004

LNHA, State of Ohio

PUBLICATIONS

“Exploring the Influence of the Regulatory Survey Process on Nursing Home Administrator Job Satisfaction and Job Seeking.” Holecek et al., *Journal of Applied Gerontology (online)*, August 2008.



STARK STATE COLLEGE OF TECHNOLOGY

Changing Lives ... Building Futures

DATE: January 21, 2009

TO: Mary Dellmann-Jenkins, Ph.D.
Director, School of Family and Consumer Studies
Kent State University

FROM: Donna Alexander, LNHA, MBA *DA*
Project Director, ECHO Grant
Stark State College of Technology

SUBJECT: Endorsement of Dual Degree: BS HDFS GNHA/MBA

As the field of Long Term Care Administration and Gerontology continues to increase in complexity due to ever changing interpretations of federal, state, and local regulations and changes in reimbursement, it is important for the student, as a product of the program, to be better prepared than ever to meet these ever changing needs. The challenges at times can appear overwhelming. With a better prepared student in all aspects of the field, the student will be better equipped to handle these changes and become successful in the field.

Long Term Care and Gerontology is a business. And where it is vitally important to become well versed/educated in all aspects of Gerontology and LTC Administration, an important component to predicting success in the field is the ability to run a business. By adding skills to the program that will develop a student's ability to manage a business, the program would enhance the student's competitive edge in the field. While working in the field of LTC Administration, I reached a point where I found it important to pursue a Masters Degree to remain competitive.

For the reasons stated, as a Licensed Nursing Home Administrator who went the route of pursuing and achieving my Masters in Business Administration, I am a firm believer that this tract suits the needs in the field as well as any other Masters program.

Donna Alexander, NHA, MBA
6390 St. Augustine Dr., NW
Canton, OH 44718
Email: cleve1998@aol.com
330-498-8477 (home)
216-978-8572 (cell)

Professional History

Project Director, ECHO Grant, Stark State College of Technology, 2008-present

- Responsible for \$2M Department of Labor, Employment and Training Community Based Job Training Grant
- Expanding Capacity in Healthcare Occupations Grant Director's duties include expanding clinical sites, developing new healthcare programs, creating community partner relationships, requisitioning equipment and supplies, hiring staff and faculty, and managing total budget

Instructor: Kent State University, 2008-present

- Long-Term Care Administration course
- AIT (Administrator-in-Training) course

Vice President of Operations/Administrator: The Village at St. Edward, 2002 –2007

- Successful operation of CCRC - 230+ older adult retirement community, to include independent living, assisted living and nursing care
- Positive regulatory compliance - Ohio Department of Health and JCAHO as evidenced by no substandard citations from ODH, four deficiency free RCF surveys (2004, 2005, 2006, 2007) and compliant JCAHO survey
- Efficient management of 8 departments as evidenced by financial & budget achievement
- Effective human resource management of eight direct reports and almost 200 employees as evidenced by no turnover of department heads hired in last two years with no unionization
- Oversight of contract reviews for therapy, lab, pharmacy, and all other outside vendors to include annual customer satisfaction surveys and follow-up of survey items not meeting company standards
- Successful construction, renovation and remodel management and oversight that resulted in a new nurse office and serving pantry in RCF and a complete remodel of a 40+ year old nursing home

Regional Director of Operations: Extendicare Health Services, Inc., Raintree Healthcare, 1999-2001

- Direct responsibility for annual revenues of \$38M
- Oversight of subacute, skilled nursing, and assisted living facilities
- Marketing and business development
- Cost control skills and expense reduction abilities utilized to achieve annual net operating incomes
- Attracted talent to successfully operate facilities and retained current talent that led to a decrease in turnover in my region
- Responsible for a team of 21 members, and 7 direct reports each having more than 100 employees at each location.

*Administrator, Mobile Administrator, Executive Director: Integrated Health Services, Inc.,
Horizon Healthcare (acquired by IHS). 1994-1999*

- Direct responsibility for over 100 employees at each business unit
- Marketing focus to achieve census budgets
- Achieved facility goals at each location, to include net operating income, census, reduction in accounts receivable and reduction in employee turnover
- Special focus on regulatory compliance as evidenced by no substandard surveys, no substantiated complaints
- Two consecutive Ohio Department of Health Deficiency Free surveys-1995/96
- Renovation management and oversight at three locations
- Nursing Home Administrator of the Year Award, 1995
- Excellence Awards in Housekeeping, Accounts Receivable, & Cost Control

Achievements/Accomplishments:

- Licensed an independent living apartment building for assisted living
- Managed construction for renovation of forty two year old nursing home, to include relocating on campus 100 residents during construction
- Successfully organized, planned and hosted 2006 Annual Reverse Raffle – only fund raiser held each year – raised goal of \$25k+
- Earned awards for cost control, housekeeping, and administrator of the year during first two years in business
- Achieved two deficiency free SNF surveys and four deficiency free RCF surveys from ODH
- Earned Bachelor's degree in 7 semesters while working at an accounting firm and volunteering at Hudson local schools
- Graduated Summa cum laude from Kent State University
- Passed Social Worker and Nursing Home Administrator exams in Ohio
- Passed Nursing Home Administrator exams in Nebraska, Michigan, and Iowa
- Earned Master's degree in two years while working full time

Volunteer Experience

- Mercy Medical, patient information/hospitality desk – current
- Arthritis Foundation
- Alzheimer's Association
- Hudson School System
- Poway School System
- First Assembly of God Preschool

Education

Bachelor of Arts – Gerontology/Long Term Care Administration
Kent State University, Summa cum Laude, May 1992

Masters of Business Administration
Ashland University, December 2004

References available upon request



800 South 15th Street
Sebring, Ohio 44672-2050
330-938-6126

January 20, 2009

Ms. Mary Dellman-Jenkins
Family & Consumer Studies
Kent State University
Kent, OH 44242

Dear Ms. Dellman-Jenkins:

As Executive Director of a Continuing Care Retirement Community serving almost 700 senior adults, I was very pleased to see the information that you sent about the new academic program that has been proposed. A Bachelor of Science in Gerontology with a Long Term Care Administration focus will provide an excellent educational basis for preparing leaders in our industry. The link to a graduate degree in Business would be icing on the cake. Students completing the program you have described will be highly sought after in filling the upper management positions in senior services organizations. Considering the demographics, there is concern in our industry that we will not have enough qualified leaders to keep up with the demand as the population ages over the next decade. Creating an educational opportunity like this will help to meet our needs and I fully support your efforts.

Best wishes as you move forward with the development of this program.

Sincerely,

Philip Braisted
Executive Director

PHILIP BRAISTED

800 Oakwood Drive
Alliance, OH 44601
Home: (330) 823-2051
Work: (330) 938-7899

EDUCATIONAL BACKGROUND

- Master of Business Administration – 1983 – Kent State University – Kent, Ohio
- Master of Education – Educational Psychology – 1978 – Edinboro State University
Edinboro, PA
- Bachelor of Science – Psychology – 1975 – Houghton College – Houghton, NY
- Licensed Nursing Home Administrator – State of Ohio – since 1984

PROFESSIONAL HIGHLIGHTS

COPELAND OAKS RETIREMENT COMMUNITY

800 S. 15th St., Sebring, OH 44672

Executive Director 2002 – present

Oversight responsibilities for Continuing Care Retirement Community consisting of 136 Independent Villa Homes, 255 Independent Apartments, 28 Assisted Living Units, and 198 Skilled Nursing Units. Copeland Oaks is home to approximately 700 Residents and employs more than 470 individuals. Responsibilities include strategic planning and organizational development, financial planning and budgeting, marketing and public relations, human resource development, Resident relations, and program development.

OHIO PRESBYTERIAN RETIREMENT COMMUNITIES

Breckenridge Village

36855 Ridge Road

Willoughby, OH 44094

Executive Director 1999 – 2002

Administrator 1987 – 1999

Responsible for oversight of daily operations providing services to approximately 600 Residents of Independent Living, Assisted Living, Special Care, and Skilled Nursing Facility, and services to more than 1000 individuals through Community Outreach Programs. Directed a staff of more than 320. Maintained compliance with licensure and certification regulations and with CCAC accreditation requirements.

CARRIAGE INN OF STEUBENVILLE**Steubenville, OH****Administrator 1984 – 1987**

Responsible for management of 120 bed Skilled Nursing Facility. Administered policies and procedures for 150 employees. Developed and administered annual budget of \$2.2 million. Increased occupancy from 38% to 88% in four months and to 96% in nine months.

HARRISON INDUSTRIES / HARRISON CO. BOARD OF MR/DD**Cadiz, OH****Work Shop Director 1980 – 1984**

Supervised MR/DD Workshop for adults. Developed & implemented client employee admission and evaluation procedures. Secured work contracts for clients to perform. Developed training procedures to prepare clients for work.

LAKELAND COMMUNITY COLLEGE**Kirtland, OH****Part-time Faculty 1992-2001**

Taught Industrial Psychology course. Participated in Speaker's Bureau presenting seminars on financial issues related to aging and retirement.

PERSONAL AFFILIATIONS**United Way of Greater Stark County – Board Member since 2004****United Methodist Association – EAGLE Accreditation Committee Member since 2003****Rotary International – Alliance Rotary member – Rotarian since 1999****Sebring Chamber of Commerce – member since 2002**