



October 25, 2010

To: Elliot Slotnick, Graduate School; Randy Smith and CAA; RACGS

From: Peter Ward, Karen Wruck, Steve Mangum, Fisher College of Business

RE: Off-site delivery of Master of Business Operational Excellence (MBOE)

The Masters of Business Operational Excellence (MBOE) program is a tagged, terminal degree program offered by Ohio State's Fisher College of Business. This proposal is to offer the MBOE program off-campus, in Evansville, Indiana, specifically for leaders in Evansville public school system. This off-site program will be the same in admission requirements, delivery, content, and evaluation as the program offered in Columbus on main campus. The proposed Evansville program is slated to begin in late January 2011.

The MBOE is a relatively new program; its second cohort will graduate in December 2010. The program was reviewed and approved by Ohio State University and RACGS in 2008. The design of the MBOE program accommodates off-site delivery with minimal difference from what is delivered on-campus and was designed with this feature in mind.

Description of MBOE

The existing authorized MBOE degree program was approved for delivery in a "blended" format that is readily transferrable to students outside of the Columbus area. The MBOE is aimed at mid-career professionals who wish to develop deep knowledge of managing business processes. The program is 48 credit hours, completed in one year, with a sequenced curriculum and no electives. The MBOE was designed to accommodate the schedules of working professionals and their employers. All students are employed full time and employers pay part or, most often, all of their fees and expenses.

The MBOE program consists of a blend of in-class, distance, and practical learning through projects. For the in-class portion, students attend class for eight extended four day periods with each period spaced about six weeks apart. Days are long, and intense with lecture, discussion and simulations being the main methods of delivery. Extensive preparation is required for each in-class period. After each in-class period, students are given an exam.

Senior Associate Dean

Distance learning includes about 140 hours of on-line learning related to “Six Sigma” that is facilitated by instructor-moderated quizzes and web-phone help sessions. The on-line training culminates in a period of in-class instruction followed by a four-hour exam on the topic. There is also significant instructor-student interaction via Carmen, Ohio State’s electronic classroom, on all of the topics covered in the MBOE.

The capstone project is the third component of the curriculum. The project is carried out in the student’s organization by a team under the student’s leadership. It is defined by the student with significant input from faculty and the student’s supervisor. The idea is to define a project that is addressed by the MBOE curriculum, is of strategic importance to the employer, and can be accomplished in a year. Each student is assigned a faculty coach who works closely with the student in all stages of the project and its evaluation. The project provides a context for applying the principles learned and serves a critical integrative function. A final review of the project is conducted by program faculty and satisfactory completion is required for graduation.

Proposed off-campus MBOE program in Evansville, IN

The off-campus MBOE delivery will be exactly as on-campus. In this particular case the students will be ten leaders from the Evansville public school system representing all aspects of managing a school district including finance, transportation, food service, etc.

- Students will be subject to the same admissions standards and process as utilized in the on-campus MBOE program offering. Admissions decisions will be made by the same faculty committee as for Columbus students.
- Delivery and content for the in-class component will be the same as for Columbus, although examples and site visits will be modified to emphasize education-related situations. Evansville students will come to Columbus for two of their eight in-class sessions and will be co-mingled with Columbus students during these sessions. (Summer and December sessions can be attended in Columbus without significantly disrupting the business of the school system.) For the other six sessions, Fisher College of Business faculty will travel to Evansville.
- Distance learning components will be absolutely identical for Columbus and Evansville students.
- Capstone projects will be managed in exactly the same way for Evansville and Columbus students. Expectations, regular coaching, formal quarterly reviews, and final examinations will be identical.
- Graduation requirements for Evansville students will be identical to Columbus students.

**Graduate Council
November 8, 2010
226 University Hall
Meeting Minutes**

Graduate Council Members Present:

Enrico Bonello, Sarah Bryner, Ginny Bumgardner, Margaret Newell, Jonathan Nutt, John Oberdick, Robert Perry, Jim Phelan (chair), Roberto Rojas, Harald Vaessin

Graduate School Staff Present: Patrick Osmer, Ann Salimbene, Elliot Slotnick, Tim Watson, Susan Reeser (recorder)

A. Approval of Minutes

- Professor Phelan called the meeting to order and asked for a review of the minutes from the October 4, 2010, Graduate Council meeting. The minutes were approved as submitted.

B. Announcements – Dean Pat Osmer

- Announced that Professor Bonello had agreed to serve on the Curriculum Committee replacing Professor Early. Dean Osmer thanked Professor Bonello for taking on the additional committee work.
- Program Council, the committee charged with implementing the recommendations in the reports of the task forces on the life sciences and the environmental sciences, is moving forward with the implementation plan developed by the Life Sciences (LS) steering committee. The plan will foster what the LS steering committee calls the LS Network and will include disciplinary and interdisciplinary graduate programs in the life sciences. Immediate plans include conducting a search for an interim executive director and a program coordinator, finding suitable office space, and developing a web presence.
- The Graduate School has received 31 nominations for the Howard Hughes Medical Institute's (HHMI) fellowship program in the biomedical and related sciences. The Graduate School is organizing a 5 member committee to review the nominations and select the 10 finalists for submission by the December 1 deadline.
- The graduate schools from each of the CIC institutions have entered into an agreement with the Smithsonian Institution to participate in a fellowship program. Ohio State is eligible to submit 1 fellowship nomination by the November 24 deadline.
- Reported that he had been working with Dolan Evanovich, Vice President for Strategic Enrollment Planning, and Kathy Starkoff, Chief Information Officer, to find a solution to the erroneous holds being placed on graduate student accounts in the SIS system in connection with their appointments and stipends. Dean Osmer asked Council members to send him any other instances of concern caused by SIS so that he can work with administration to find a solution.

C. Business

1) Semester Conversion

Associate Dean Slotnick reported that he attended the Semester Summit held at Ohio State on October 25 along with faculty and administrators from other two- and 4-year Ohio institutions that are making the change from quarters to semesters. The summit provided an opportunity to share ideas, solutions, and best practices in the conversion process.

Assistant Dean Salimbene is making a thorough review of the *Graduate School Handbook* to make minor wording changes relative to how term and session are used to be consistent with the overall university wording.

Jonathan Nutt said that the Council of Graduate Students continues to have concerns about how Graduate Associate (GA) teaching loads and compensation will be handled when teaching in various combinations of autumn, spring, and summer session, and the May term to ensure that stipend levels and workloads remain similar to those under the quarter system.

2) Zero credit hour policy and continuous enrollment

Associate Dean Slotnick introduced new wording for the zero credit hour enrollment option that will allow graduate students who have won awards, fellowships, or plan to study abroad to enroll in Graduate School 889. This continuous enrollment option allows students to maintain their affiliation with Ohio State for student loan deferment purposes, the Student Health Insurance program, and for international students' visa considerations. Students wishing to use Graduate School 889 must have the support of their graduate program college office, which will petition the Graduate School on behalf of the student.

Some Council members questioned whether an agreement can be made for blanket approval for programs where study abroad is part of their student's curriculum. Dean Osmer said that some arrangement can be worked out ahead of time to accommodate these situations and that multiple year waivers may be possible on a petition basis. It will be incumbent on graduate programs to inform their students about the continuous enrollment policy stressing their responsibilities and obligations. Dean Slotnick asked that any questions or concerns about the policy be referred to him.

Tim Watson, director, Graduation Services, said that the Graduate School will soon be monitoring large numbers of post-candidacy students who will fall under the continuous enrollment policy and that it will be difficult to monitor these students if there are numerous policy exceptions. He went over the procedures the Graduate School is following to communicate the policy to students.

Professor Newell introduced a document expressing concern with the continuous enrollment policy and the financial burden it places on students. The document describes the time limits on graduate student funding packages that exist in the Arts and Sciences. She expressed dismay at students only being allowed to request one year of exemption from the continuous enrollment requirement especially when students in the Department of History can spend multiple years doing study abroad. She was also concerned that ABD students who take positions as adjunct faculty at the regional campuses are still being required to pay fees. Professor Rojas said that the programmatic and funding issues mentioned in the document should be handled separately and that programs need to strengthen student funding packages in order to help students complete their degrees.

Dean Osmer reiterated that the intent of the continuous enrollment policy was to ensure that students complete their degrees in a timely manner. He said that other institutions have similar policies and that Ohio State is unique in not having a policy before now. He said that the Graduate School plans to do more to communicate the policy to students and programs. Colleges and programs also share a responsibility to communicate the continuous enrollment policy to their students. Dean Osmer said that he will work with the

college deans to develop national time-to-degree norms for each of the academic fields so students can achieve their degree in a reasonable amount of time.

Dean Osmer said that a coordinated approach to funding graduate students is needed as well to ensure students can complete their degrees. He said that Dean Steinmetz, College of Arts and Sciences, assured him that the college guarantees up to a 5-year funding base per student with outside support being added on top of the base. In addition, programs have flexibility to trade off more than 5 years of support against the number of students being offered support.

D. Graduate Council Curriculum Committee Reports and Actions

— Enrico Bonello, Liaison

Dean Osmer thanked Professor Bonello for agreeing to serve on the Curriculum Committee and for taking on the liaison responsibilities for Professor Early who is on medical leave.

1. Curriculum Committee Proposals

- Proposal to make minor changes in the requirements of the non-thesis master's degree in Microbiology
- Proposal to create a Graduate Specialization in Rural Sociology in the Environmental and Natural Resources (ENR) graduate program
- Proposal to offer off-site delivery of the Master of Business Operational Excellence (MBOE) program to leaders in the Evansville, Indiana public school system
- Proposal to create a Graduate Specialization in Finance and Marketing in the Specialized Master's of Business (SMB) degree program

➤ **Professor Bonello explained the Curriculum Committee's review and vetting process and reported that each of the proposals above had been approved by the committee. He explained each of the proposals and answered questions from Council members. Each of the proposals were individually approved by the Graduate Council and will be forwarded to the Council on Academic Affairs for further processing.**

E. Other

- Council members asked how the data from the NRC Data Based Assessment of Research Doctorate Programs were being used at Ohio State. Dean Osmer said that Julie Carpenter-Hubin, director, Institutional Research and Planning, is working with Academic Analytics to supplement the NRC data with student's placement data. Dean Osmer will invite Julie to attend the next Council meeting to discuss the NRC.

The meeting was adjourned at 4:40 p.m.