

Dean of the Graduate School

250 University Hall
230 North Oval Mall
Columbus, OH 43210-1366

Phone (614) 292-6031
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June 12, 2006



W. Randy Smith
Vice Chair, Council on Academic Affairs
Vice Provost for Curriculum and Institutional Relations
203 Bricker Hall
190 North Oval Mall
Campus

Dear Randy:

The Council on Research and Graduate Studies approved the following proposals during its meeting on June 7, 2006. Attached please find a copy of the proposals as well as my correspondence with the proposing programs that may assist the Council on Academic Affairs during its review.

- Proposal for a Professional Master's degree in Environment and Natural Resources (MENR)
- Proposal for a Graduate Minor in Environment and Natural Resources
- Proposal for a Graduate Interdisciplinary Specialization in Singing Health
- Proposal for a Graduate Minor in Women's Studies
- Proposal for an Ohio State University-Tsinghua University Collaboration regarding the Executive Track of the Ohio State University MBA Program
- Proposal for the creation of a Graduate Interdisciplinary Specialization in Fine Arts

Please let me know if you have questions or if you require additional information.

Sincerely,

Elliot E. Slotnick
Associate Dean

Enclosures

c: Irene Mynatt

Proposal for an
Ohio State University—Tsinghua University
Collaboration regarding
the Executive Track of the Ohio State University
MBA Program

Submitted by

Professor Stephen Mangum
Department of Management and Human Resources

Professor Anil Makhija
Department of Finance

Approved by the Council on Research and Graduate Studies
June 7, 2006

Susan Reeser

From: Elliot E. Slotnick [slotnick.1@osu.edu]
Sent: Tuesday, May 30, 2006 5:22 PM
To: mangum.1@osu.edu
Cc: makhija.1@osu.edu; mynatt.2@osu.edu; smith.70@osu.edu; reeser.1@osu.edu
Subject: Fwd:

Dear Steve,

Thanks to you and Anil for coming to today's meeting of the Curriculum Committee of the Council on Research and Graduate Studies and for your presentation of the Tshinghua EMBA proposal and for your responsiveness to Committee members' questions. Based on the interesting discussion the Committee had endorsed your proposal and will recommend it for approval at the final meeting of the full Council for this academic year. That meeting will be held on June 7th starting at 3:30pm. I hope that you and/or Anil will be able to attend the meeting, offer a brief (3-5 minute) presentation of your proposal and respond to any questions raised from the floor. Susan Reeser will be in touch with you regarding the specifics of the meeting's scheduling. Congratulations in reaching this stage of the curriculum approval process.

Best,
 elliot

>Date: Tue, 23 May 2006 14:47:21 -0400
 >To: mangum.1@osu.edu
 >From: "Elliot E. Slotnick" <Slotnick.1@osu.edu>
 >Subject:
 >Cc: mynatt.2@osu.edu, smith.70@osu.edu
 >Bcc:
 >
 >Dear Steve,
 >
 >The Curriculum Committee of the Research and Graduate Council had a
 >preliminary discussion of your proposal to deliver the EMBA track of
 >your MBA program in Tshinghua. Several questions were raised by
 >Committee members about issues related to quality calibration and
 >assurance, the implications of translated instruction delivery and
 >course materials and the like. In view of the time constraints you are
 >presently operating under with regard to this program proposal, which I
 >explained to the Committee, it was felt that having you in for our last
 >Curriculum Committee meeting (5/30 at 1pm) would be the most efficient
 >way to proceed and, perhaps, to get this through RGC processes before
 >the summer.
 >
 >Can you (or an appropriate representative of the program) come to next
 >week's final Curriculum Committee meeting for the year? It starts at
 >1pm and it is likely that we would have one other guest presenter with
 >a similar end of year timetable. So if I line both of you up, I'll try
 >to get back to you with staggered times in the 1-3 period. The
 >Committee would like to have a brief presentation of the program
 >proposal (along the lines of what you did for Randy and
 >me) which would be followed by Q&A and discussion.
 >
 >Please let me know at your earliest convenience if you're able to do
 >this--and if there is a preferable time (early vs. late) in the 1-3
 >period that you could come.
 >
 >Best,
 >elliot
 >--
 >Elliot E. Slotnick
 >Associate Dean

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To: mangum.1@osu.edu
From: "Elliot E. Slotnick" <Slotnick.1@osu.edu>
Subject:
Cc: mynatt.2@osu.edu, smith.70@osu.edu
Bcc:

Dear Steve,

The Curriculum Committee of the Research and Graduate Council had a preliminary discussion of your proposal to deliver the EMBA track of your MBA program in Tshinghua. Several questions were raised by Committee members about issues related to quality calibration and assurance, the implications of translated instruction delivery and course materials and the like. In view of the time constraints you are presently operating under with regard to this program proposal, which I explained to the Committee, it was felt that having you in for our last Curriculum Committee meeting (5/30 at 1pm) would be the most efficient way to proceed and, perhaps, to get this through RGC processes before the summer.

Can you (or an appropriate representative of the program) come to next week's final Curriculum Committee meeting for the year? It starts at 1pm and it is likely that we would have one other guest presenter with a similar end of year timetable. So if I line both of you up, I'll try to get back to you with staggered times in the 1-3 period. The Committee would like to have a brief presentation of the program proposal (along the lines of what you did for Randy and me) which would be followed by Q&A and discussion.

Please let me know at your earliest convenience if you're able to do this--and if there is a preferable time (early vs. late) in the 1-3 period that you could come.

Best,
elliot

--

Elliot E. Slotnick
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To: "Mangum, Stephen" <mangum_1@cob.osu.edu>
From: "Elliot E. Slotnick" <Slotnick.1@osu.edu>
Subject: Re: Tsinghua
Cc: smith.70@osu.edu
Bcc:

Steve,

I read your document last night and its a good read--very straightforward and understandable. Indeed, in this instance the thousand words bested the one picture--at least for me.

Anticipating something that the Curriculum Committee will likely ask I'd urge you to address two matters in the document which might save some time. They probably both fit under Admission Process.

For one, address the TOEFL. Normally, any international student would require the TOEFL for Admission. I'm assuming from previous conversations that you are seeking a blanket waiver. You ought to have that here--with full justification.

Relatedly, for low GPA students (and I assume that the Chinese Execs may mirror the domestic ones in this regard?) you need to address the GRE. Do you seek a waiver for that as well? If so, please justify.

I suspect these two matters won't surprise you--but I think that they should be dealt with in the context of the proposal so that the Curriculum Committee knows what they are signing on to and doesn't have to confront these issues once the program has been approved.

Hope this helps.

Cheers,
elliot

Elliot (and Randy):

By way of follow up on our Monday meeting, I offer the attached draft description of the Fisher/Tsinghua collaboration. Please look this over and provide me with feedback on topics of concern to Graduate School committees (and CAA) that are inadequately or inappropriately addressed in this draft. I would like to get this in the best shape possible and get it moving through the necessary on-campus process ASAP.

Thanks.

Steve

Stephen Mangum

Senior Associate Dean for Academic Programs
Professor of Management and Human Resources
Fisher College of Business
The Ohio State University

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May 16, 2006

Proposal for an Ohio State University-Tsinghua University Collaboration regarding the Executive Track of the Ohio State University MBA Program

The Fisher College of Business seeks to deliver the executive track of the OSU MBA degree in China to Chinese executives in state owned enterprises in collaboration with Tsinghua University.

General Description

The Ohio State University offers a Master of Business Administration (MBA degree). There are three program tracks within the OSU MBA degree: a full time track, a part-time track and an executive track. The three tracks vary in degree requirements (e.g. required hours) based on the academic needs of the populations served by the different tracks. The three tracks also differ in mode of delivery (e.g. the executive track involving a degree of web interaction not present in the other two tracks).

The collaboration proposed is between Tsinghua University and the Fisher College of Business at the Ohio State University (OSU) for delivery of the executive track of the OSU MBA degree in China at the facilities of Tsinghua University to Chinese executives in state owned enterprises.

The degree offered will be the OSU MBA degree. The admissions and curricular requirements will be that of the executive track of the OSU MBA degree program offered on the OSU campus with some adaptation to China (described below). Instructional responsibilities will be shared between OSU and Tsinghua faculty (see below). An OSU faculty member will serve as the Academic Director for the program and administrative oversight will be provided by personnel of the Fisher College of Business. Fisher College faculty and administration will be responsible for the academic integrity of the program, including approval of faculty teaching in the program, determination of course content, selection of electives in discussion with students, maintenance of good academic standing by students, etc.

Curriculum

The program curriculum will address the same body of management knowledge as covered in the current executive track offered by OSU while accounting for the specific needs of Chinese executives in the program. The courses will be offered in lock step, cohort fashion as in the executive track of the MBA program on the Columbus campus. The courses and their sequence will be essentially the same as offered in Columbus:

1. Strategy
2. Organizational Behavior
3. Managerial Economics
4. Statistics

5. Management Information Systems
6. Accounting
7. Operations Management
8. Marketing
9. Financial Management
10. International Business
11. Leadership Development
12. Entrepreneurship
13. Elective
14. Elective
15. Integrative Elective

The first twelve courses constitute the core courses of the program. The electives consist of advanced courses determined in collaboration between the faculty and the students forming the cohort (e.g., specialized courses in marketing or finance). The integrative elective is a custom-designed multi-disciplinary elective developed to address specific issues of interest to each unique cohort of students. Its content evolves with changes in the economy and the interests of students and serves as a “capstone” course to the program. An example of such a course in the current OSU executive track is a course that looks at mergers and acquisitions in an international context from the perspectives of finance and strategy.

Curriculum Delivery

Students will complete the track curriculum within a two year period of time. All classes will be held on the Tsinghua campus in Beijing. The curriculum will be delivered through face to face interaction, videoconferencing and web based support (described further below). All instruction will occur in Chinese, translation services being provided for all English speaking faculty.

OSU faculty will initially deliver ten of the fifteen track courses with Tsinghua faculty delivering the remaining five courses under the supervision of Fisher faculty. Initially Tsinghua faculty will deliver the following five courses: Managerial Economics, Statistics, Information Systems, Leadership Development, and one elective. In each case the content of these courses will be that delivered in these courses in the EMBA program track at OSU’s main campus. It is anticipated that with time the distribution of teaching responsibilities will be revisited with the intent of adding an additional couple of OSU EMBA track courses to those taught by Tsinghua faculty, the desired steady state being 8 courses directly taught by Fisher faculty, 7 courses staffed with Tsinghua faculty. In all cases the content taught will be that approved by Fisher faculty and reflective of the executive MBA track.

Delivery of each course will involve a team consisting of an OSU faculty member and a Tsinghua faculty associate (FA). In every core course the content delivered will be that constituting the approved curriculum of the executive MBA track at the Columbus campus. For courses delivered by OSU faculty, primary responsibility for the course rests with the OSU faculty member, with the faculty associate providing important

support services in the delivery of the course. Responsibilities of the OSU faculty member will include decisions regarding course content, choice of teaching materials, conduct of in-class sessions, some video conferences, and the setting of examinations and grades. In these cases the responsibilities of the FA will be to assist the OSU instructor with tutoring of students, taking calls to answer clarifying questions regarding the course content, and the grading of examinations. The FA may also assist with translation. A significant degree of interaction and coordination between the two members of the instructional team is anticipated.

Where the Tsinghua faculty associate is the instructor of record for a course, the FA will have primary responsibility for the course with the understanding that the course content, delivery and administration of the course is consistent with that of the executive track on the OSU Columbus campus. Fisher faculty teaching these courses on the Columbus campus, along with the Fisher academic director of the collaborative program will provide oversight on these matters.

Elective courses will meet the standards of the Fisher College of Business. The specific elective courses taught in this China program may differ from those taught on the Columbus campus, any differences reflecting the specific needs and interests of Chinese executives.

The Learning Model

Each program cycle will begin with an orientation session in which students will be introduced to the expectations and the learning model for the program. The orientation will introduce Fisher faculty via videoconferencing, with representative Fisher faculty likely present with Tsinghua faculty and Fisher program coordinators on site in Beijing.

Each course in the program will consist of the following components:

- Initial Interim Period
- On-Campus Period: Concentrated in-class time
- Follow-Up Interim Period
- Closing On-Campus Period: Additional in-class instruction through video conferencing and FA

The learning model used in the delivery of the courses distinguishes between learning during off-campus periods (“commodity learning”) and on-campus periods (“enhanced learning”). Each course begins with an initial off-campus period. Through the web students will be guided through a regimented schedule of self-study. Chinese language texts, cases, etc., will be assigned during this period, and students will be expected to work through this material. Tsinghua FA’s will be available to answer questions themselves and in consultation with OSU faculty. It is expected that the students will learn basic material on their own which will facilitate learning during the subsequent in-class period. For example, students may read an assigned strategy case during the interim period. They will then engage in class discussions during the on-campus period, benefiting from the expertise of the professor and the experiences of their colleagues. The initial preparation will also help in ensuring that the necessary body of knowledge

can be covered in the concentrated in-class time of the program. The in-class period will be followed by another interim period during which students will consolidate and synthesize what they learned in the on-campus period, and will work on a major graded assignment for the course. During this follow-up period too, the FA will be available to answer or direct queries from students. Each course will be concluded with in-class time with OSU faculty through video conferencing and the FA in class.

Courses will be delivered such that two courses are in progress at any time. The on-campus period of one course provides the opportunity to bring closure to the prior course. Each course will be delivered over a ten week period with the following breakdown of interims and on-campus periods:

- Initial Interim Period for Course A: Course A starts on web with 4 weeks of web-based preparation
- On-campus Period for Course A: In the 5th week classes are held on Tsinghua campus.
- Follow-Up Interim Period for Course A and start of Initial Interim Period for Course B: This is the 6th week for Course A and the 1st week of Course B.
- On-Campus Period for Course B and Review/Completion of Course A: This is the 10th week for Course A and the 5th week for Course B.
- Follow-Up Interim Period for Course B and start of Initial Interim Period for Course C: This is the 6th week for Course A and the 1st week of Course C.
- On-Campus Period for Course C and Review/Completion of Course B: This is the 10th week for Course B and the 5th week for Course C.
- Etc.

In summary, this format allows for an initial interim period for self study based preparation, then on-campus classes, another follow-up interim period of self study and in some cases distance based group work, and finally an on-campus review/completion of the course. The final on-campus review/completion is done by either video conferencing or by the Tsinghua FA, or a combination of both. The distribution of time between video conferencing and FA will depend on the nature of the course.

On-Campus Schedule

The on-campus schedule will consist of 7 teaching days. Sunday through Tuesday and Thursday through Saturday will be devoted to in-class, face to face instruction in the current course. Wednesday will be devoted to the completion of the previous course.

Class sessions will last daily from 9 a.m. to 5 pm with a 90 minute break for lunch. Each course will consist of 36 hours of face to face instruction, 6 hours of video conference and FA in-class time, plus hours of web based work.

Course Requirements

Each course will involve multiple assessment mechanisms. In each course, prior to each on-campus period there will be web based exercises and assignments. Just prior to the on-campus session, there will be a test to ensure that students have done the necessary prior preparation in the interim period. There will be a course assignment (project, case

analysis, etc.) during the second interim self study period. In most cases an exam will be administered during the on-campus “completion” session of the course.

Admissions Process

Admissions requirements will be similar to existing standards for the current executive track of the MBA program offered by Fisher with a couple of differences. Applications will be approved by a Fisher faculty admissions committee and by the Graduate School of The Ohio State University before admission is granted. Each application will contain:

- (i) Undergraduate GPA converted to a numerical equivalent in the U.S. system as shown on a notarized translated transcript. Rating of the undergraduate school provided. Preference will be given to students from the Science/Engineering track over those from the Arts track.
- (ii) The extent of managerial experience as shown/supported in an English language resume, and an organizational chart highlighting the applicant’s current position within that chart. The minimum number of years of quality managerial experience required will be eight.
- (iii) A translated essay responding to a specific question. The essay is used to demonstrate the applicant’s ability to express a reasoned argument.
- (iv) Letters of recommendation.

We seek two exceptions with regard to admissions criteria for students in this China initiative relative to the criteria in place for the EMBA track offered here on main campus. First, we seek exclusion of the TOEFL requirement given that the instruction will be in Chinese. Second, while the GMAT exam is not required in the existing EMBA track it is occasionally used to help assess the academic capability of prospective students with perceived academic weaknesses. In the case of the Tsinghua collaboration we do not anticipate use of the GMAT given the characteristics of the prospective students (e.g. senior executive status of the individuals, lack of familiarity with the purposes of standardized testing). We believe that we will be able to identify qualified, capable students without use of this tool.