

Soave, Melissa

From: Elliot Slotnick <slotnick.1@gradsch.ohio-state.edu>
Sent: Sunday, October 02, 2011 5:27 PM
To: Soave, Melissa; Smith, Randy; kay.wolf@osumc.edu
Cc: Elliot Slotnick; Scott Herness; Dena Myers; mangum.1@osu.edu; wruck.1@osu.edu
Subject: FW: MBAPrograms---Executive/Working Professional/Full-Time
Attachments: MBA(concerns2).docx; ATT369681.htm; WPMBACurriculum(July2011).pdf; ATT369682.htm; FTMBACurriculum(July2011).pdf; ATT369683.htm

All,

I'm starting to send things forward from the remaining graduate semester conversion proposals that are "outstanding." At the outset I will be forwarding those proposals that we have cleared so that they can make their way on to the CAA meeting agendas for 10/19 and 11/2. I will send separate memos to you on distinct programs with the hope that will best enable you to monitor and track where we are.

With this e-mail I am releasing the three MBA programs, Executive, Working Professional and Full-Time MBA for CAA Subcommittee D review and CAA approval. As you will see, Dr. Wruck has offered thorough and clear responses to the questions that were raised by our curriculum committee and the MBA proposals have now received committee endorsement. I

For our part, we are pleased to endorse these proposals based on the narrative and illustrations submitted by the Fisher College. It is up to CAA whether any additional changes need to be made "formally" on the PACER system.

Best,
elliott

From: Elliot Slotnick
Sent: Sun 7/31/2011 5:39 PM
To: wruck_1@fisher.osu.edu
Cc: Dena Myers; Elliot Slotnick; cogdell.1@osu.edu; soave.2@osu.edu; smith.70@osu.edu; mangum.1@osu.edu
Subject: FW: MBAPrograms---Executive/Working Professional/Full-Time

Dear Karen,

Thank you for your detailed and clear responses to all of the questions raised by the Graduate Council's Curriculum Committee about the semester conversion proposals for Fisher's MBA programs as well as the supplementary documentation that was provided. These materials will all be reviewed by the Curriculum Committee at its meeting on August 10th. If there are any follow-up questions I will be back in touch with you at that time. If the Committee endorses the proposals, as explicated in your thorough memo, we will simply inform CAA of that fact and make sure that they have all of the response material that you have prepared, in such a case, I do not believe that the programs would have to be re-entered in the system.

Thanks, again, for all of your efforts.

Best,
elliott

From: Karen Hopper Wruck [mailto:wruck_1@fisher.osu.edu]
Sent: Wed 7/6/2011 7:43 AM
To: Elliot Slotnick
Cc: Mangum, Stephen; Dena Myers; Soave, Melissa; Randy Smith; cogdell@math.ohio-state.edu
Subject: Re: MBAPrograms---Executive/Working Professional/Full-Time

Elliot:

We hope this email catches you in time to provide some riveting travel reading.

Attached find a document that addresses each concern raised item by item. In addition, attached are some pdf files with graphics of the Full-Time and Working Professional MBA curriculum and also the transition plan for various WP MBA cohorts. The pdf files are intended to help illustrate how the curriculum works in the context of the academic calendar.

It is our hope that these documents adequately address the issues of concern. If not please let us know and we are happy to provide additional information. Also, at this point we are hoping the attached is adequate to move forward without refileing our proposals. However, if you feel it is necessary for us to do so, please let us know.

Best,

Karen

Karen Hopper Wruck, PhD
Dean's Distinguished Professor
Associate Dean for Graduate Programs
Professor of Finance, Fisher 200
Fisher College of Business
The Ohio State University
voice: 614-688-5443
fax: 614-573-6639

Responses to Questions Raised Regarding MBA Semester Conversion Proposal July 5, 2011

The memo below addresses each item raised by the committee in the order in which they were presented in Elliot's email.

Executive MBA Program:

The Committee felt that this program was well articulated and in very good shape. The only question raised was the necessity for clarification regarding the course Accounting 7910 which is listed in different places as 1.5 or 3 credit hours. Is this in error or simply a reflection of the course being repeatable?

The EMBA program includes 3 X 3 credit electives and 2 X 1.5 credit electives. EMBA electives have historically been "special topics" courses developed by the faculty in response to the collective interests of a specific EMBA cohort. AMIS 7910 and the other departmental listings on the elective course list have been developed as enabling course numbers to accommodate this situation: these courses are both variable credit and repeatable.

MBA for the Working Professional:

The Committee took great issue with partial credit hours when they were sliced more finely than 0.5 credits and, consequently, led to very cumbersome numbers with difficult to justify substantive meaning applied to them in various places in the proposal. It is our understanding that this issue has been addressed and that 0.5 will be the smallest credit hour increment to be utilized in semester conversion.

RESPONSE: Credit hours in the program have been modified such that 0.5 is the smallest credit hour unit. The attached graphic with the program plan illustrates this. Courses that were formerly submitted as 2.25 credits have been changed to 2.5 credit and the material to be presented and appropriate contact hours will be modified accordingly.

Also questioned by the Committee was the characterization of "electives" in the proposal which did not meet its understanding of electives, per se, that is, regularly offered courses that are not required by the program. In the case of this program proposal it appears that electives are, in effect, specific special topics courses being offered on a semester-by-semester basis and required of all students. In this respect they can best be characterized as required special topics courses underscoring lesser student choice than suggested by the electives misnomer. Please address and clarify.

RESPONSE: We apologize for the confusion created in our last submission. Electives offered to WP MBA are, in fact, electives that are not required core classes. Under semesters, however, WP MBA will have the option to take elective courses that count toward a "major" that we are calling a "concentration" to distinguish it

from majors in the full time MBA that require more intensive elective coursework. It is perhaps that case that we did not explain the idea of “concentrations” sufficiently clearly and that this lead to the impression that we are requiring students to take specific course sequences following the completion of the core. This is not the case. “Concentrations,” in fact, are optional, rather than required, for WP MBA students. It simply provides them with an opportunity to demonstrate depth in a subject area by concentrating their elective course choices in a particular area.

A further concern was the way in which the program's Transition Plan appeared to be concerned primarily with reconciling credit hours and, consequently, it was not driven, necessarily, by substantive student needs, regardless of credit hour concerns. Please address and clarify.

RESPONSE: Given the multiple entry points for our WPMBA program, there was recognition that different students may be in different stages of core and elective course completion spanning quarters and semesters. We believed it important, therefore, to have a simple means for students to determine when they would complete program requirements where there may be variance among students in terms of the total number of credit hours, depending on the mix of core and elective courses completed under quarters and semesters.

We decided, therefore, to define program completion for transition students to be completion of core course requirements plus a minimum number of total degree hours (close to, but not always exactly, the required 48 semester hours).

For our WP MBA students, we have a detailed plan in terms of how to transition them from quarters to semesters. The primary challenge is in terms of getting as many students as possible through as many core classes as possible prior to conversion. The attached spreadsheet shows the layout of our plan for each cohort group and how this will be accomplished depending upon when they started the WP MBA program. As the spreadsheet illustrates, we track each cohort through the program getting them close to the required 48 hours, but erring on the side of less than 48 when requiring 48 would result in a lengthening of the program for the students.

On CAA p.28 there is a reference to a "Certificate" given to students fulfilling a specified global curriculum requirement. Such a certificate has no formal approval as a Graduate School Certificate Program and, consequently, should be removed from discussion in the proposal per se. While granting such a certificate is seemingly within local option, it is preferable to not give it the imprimatur as part of semester conversion.

RESPONSE: Consider it removed.

Finally, one minor correction to be made. The proposal references three starting points for the program---September, January and May. While CAA p. 18 references the September start date, CAA p.8 refers to an August start. Please clarify and correct.

RESPONSE: It is August.

Full-Time MBA

On CAA p. 53 there is reference to "boundary crossing" courses which raised concerns in the Committee. Specifically, issues were raised about how such courses continuing in a non-standardized way across semesters and half semesters would impact both student scheduling/workload as well as faculty workload. What are the pedagogic reasons for and implications of such scheduling. Is there a danger of curriculum discontinuity and coherence being compromised through such a scheduling convention? Please address, further develop, elaborate and explain--perhaps utilizing an illustrative academic calendar.

RESPONSE: In redesigning our curriculum for the Full-Time MBA, it was a priority to make sure students gained access to graduate work in the various functional areas in which they would be working in the first semester of the program (e.g. marketing, operations, finance). Under quarters, a competitive weakness in our program is that the students do not gain access to this content until January, yet have to interview for summer internship positions in these fields very early in the fall. Semester conversion provides an opportunity to address this weakness.

In order to do so, we have created core classes that "cross boundaries." For example, the equivalent of 1.5 credit hours of core finance in the second 7 weeks of fall and the equivalent of 1.5 credit hours of core finance in the first 7 weeks of spring. The attached curriculum graphic illustrates the academic calendar for full time MBA. This approach is very common practice among top MBA programs for the reason identified above. We have worked closely with department chairs in Fisher to assure that staffing and curriculum continuity will not be an issue. Overall, our strong view is that this is a competitive benefit for our Full-Time MBA program and that we can manage it in a way that is a great experience for our students.

Finally, there is a need for clarification of the distinction between student majors and their "second" major. As it is written, Committee members were led to believe that that the second major could be more rigorous than the first in its requirements. Please clarify.

RESPONSE: We apologize for any confusion created by the original document. As under quarters, each Full-Time MBA student is required to complete a major. Some students may choose to "double major," completing a second major, but this is not required. Completing a second major simply requires completing the course requirements for that major. It is no more or less rigorous than completing the first major (all majors are 12 credits, but the structure and number of required vs.

elective courses varies from major to major). Double majoring is not something we recommend for the typical student, but it is a possibility. We also lay out elective course sequences that would be useful for students interested in particular career paths or interested in shorter dives into functional areas in business, but none of these are required, hence they are not relevant to these documents (as the certificate mentioned above is not relevant).

Status: PENDING

PROGRAM REQUEST
Executive Master of Business Administration

Last Updated: Myers, Dena Elizabeth
02/09/2011

Fiscal Unit/Academic Org Business Administration - D1000
Administering College/Academic Group Business
Co-administering College/Academic Group
Semester Conversion Designation Re-envisioned with significant changes to program goals and/or curricular requirements (e.g., degree/major name changes, changes in program goals, changes in core requirements, structural changes to tracks/options/courses)
Current Program/Plan Name Executive Master of Business Administration
Proposed Program/Plan Name Executive Master of Business Administration
Program/Plan Code Abbreviation EMBA-MB
Current Degree Title Master of Business Administration

Credit Hour Explanation

Program credit hour requirements		A) Number of credit hours in current program (Quarter credit hours)	B) Calculated result for 2/3rds of current (Semester credit hours)	C) Number of credit hours required for proposed program (Semester credit hours)	D) Change in credit hours
Total minimum credit hours required for completion of program		60	40.0	42	2.0
Required credit hours offered by the unit	Minimum	60	40.0	42	2.0
	Maximum	60	40.0	42	2.0
Required credit hours offered outside of the unit	Minimum	0	0.0	0	0.0
	Maximum	0	0.0	0	0.0
Required prerequisite credit hours not included above	Minimum	0	0.0	0	0.0
	Maximum	0	0.0	0	0.0

Program Learning Goals

Note: these are required for all undergraduate degree programs and majors now, and will be required for all graduate and professional degree programs in 2012. Nonetheless, all programs are encouraged to complete these now.

- Program Learning Goals**
- Learning Goal 1: Graduates are able to apply their knowledge & skills to solve business problems
 - Learning Goal 2: Graduates have a global perspective and an awareness of how cultural differences impact business
 - Learning Goal 3: Graduates are able to work and lead effectively in a team-based environment
 - Learning Goal 4: Graduates demonstrate professional deportment, self-awareness, leadership, polish and effective communication skills

Assessment

Assessment plan includes student learning goals, how those goals are evaluated, and how the information collected is used to improve student learning. An assessment plan is required for undergraduate majors and degrees. Graduate and professional degree programs are encouraged to complete this now, but will not be required to do so until 2012.

Is this a degree program (undergraduate, graduate, or professional) or major proposal? Yes

Does the degree program or major have an assessment plan on file with the university Office of Academic Affairs? No

DIRECT MEASURES (means of assessment that measure performance directly, are authentic and minimize mitigating or intervening factors)

Classroom assignments

- Embedded testing (i.e. specific questions in homework or exams that allow faculty to assess students' attainments of a specific learning goal)
- Other classroom assessment methods (e.g., writing assignments, oral presentations, oral exams)

INDIRECT MEASURES (means of assessment that are related to direct measures but are steps removed from those measures)

Surveys and Interviews

- Student survey
- Student interviews or focus groups

Additional types of indirect evidence

- Peer review of program
- External program review
- Comparison or benchmarking
- Other: See attachment

USE OF DATA (how the program uses or will use the evaluation data to make evidence-based improvements to the program periodically)

- Analyze and discuss trends with the unit's faculty
- Analyze and report to college/school
- Analyze and report to accrediting organization
- Make improvements in curricular requirements (e.g., add, subtract courses)
- Make improvements in course content
- Make improvements in course delivery and learning activities within courses
- Make improvements in learning facilities, laboratories, and/or equipment
- Periodically confirm that current curriculum and courses are facilitating student attainment of program goals
- Benchmark against best programs in the field
- Other: See attachment

Program Specializations/Sub-Plans

If you do not specify a program specialization/sub-plan it will be assumed you are submitting this program for all program specializations/sub-plans.

Pre-Major

Does this Program have a Pre-Major? No

Attachments

- All Docs & Attachments for EMBA Q2S Program Request.pdf: All Documents & Attachments for EMBA
(Other Supporting Documentation. Owner: Gomez-Bellenge,Francisco X)

Comments

Workflow Information

Status	User(s)	Date/Time	Step
Submitted	Gomez-Bellenge,Francisco X	02/09/2011 01:46 PM	Submitted for Approval
Approved	O'Neill,Jill Ann	02/09/2011 01:51 PM	Unit Approval
Approved	O'Neill,Jill Ann	02/09/2011 01:52 PM	SubCollege Approval
Approved	Mangum,Stephen L	02/09/2011 01:55 PM	College Approval
Approved	Myers,Dena Elizabeth	02/09/2011 03:46 PM	GradSchool Approval
Pending Approval	Soave,Melissa A	02/09/2011 03:46 PM	CAA Approval

Status: PENDING

PROGRAM REQUEST
Executive Master of Business Administration

Last Updated: Myers, Dena Elizabeth
02/09/2011



January 31, 2011

Provost Joseph A. Alutto
Office of Academic Affairs
203 Bricker Hall

Dear Joe:

RE: Proposed Semester Conversion for the Executive Track of the MBA Degree Program

On behalf of the Fisher College of Business, we recommend approval of the proposed revision to the existing Executive Track of the MBA Degree (EMBA) Program to accommodate conversion to a semester-system schedule.

The Executive Track of the MBA program is currently an eighteen month professional master's program that consists of fifteen courses, all taken by all students enrolled in a cohort. It is one of three tracks of the MBA program. Twelve of the courses comprise the core curriculum. The remaining three courses are electives. Additionally, an international experience is a requirement for the degree.

Under semesters, this will be a sixteen-month program consisting of ten core and five elective courses. The International Experience and the cohort format will be retained.

Responsibility for the program is vested in the MBA Programs Committee, chaired by Professor Karen Wruck, Associate Dean for Graduate Programs. Professor Leslie Fine chairs the EMBA Subcommittee.

The proposed EMBA program revisions were developed by the Executive MBA Subcommittee, in cooperation with counterparts who were simultaneously developing conversion proposals for other graduate programs in Fisher College of Business. The proposed curriculum and course offerings were approved by the Executive MBA Sub-Committee of the MBA Programs Committee. The MBA Program Proposal was approved at the College Faculty meeting on 19 May 2010.

Office of the Dean

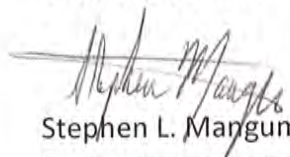
We concur with the recommendation of the Executive MBA Sub-Committee of the MBA Programs Committee and the College Faculty and recommend the proposed Executive MBA curriculum and courses be approved.

Sincerely,



Christine A. Poon

Dean and John W. Berry, Sr. Chair in Business



Stephen L. Mangum

Senior Associate Dean and Professor of MHR

31 January 2011

Dr. Joseph A. Alutto
Executive Vice President and Provost
The Ohio State University
CAMPUS

Dear Provost Alutto:

The Executive MBA program is a tagged, terminal degree program offered by Ohio State's Fisher College of Business. The Executive MBA is a relatively new MBA program; its first cohort graduated 2002.

The Executive MBA is aimed at mid-career professionals who have been identified as high-potential executives within their firms and are preparing themselves for senior management roles. Under semesters, the program will be 42 credit hours, completed in 16 months. This is a cohort program; all courses including electives are taken by the entire cohort. The Executive MBA 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 Executive MBA program consists of a blend of in-class, distance, and applied learning through team cases and projects. For the in-class portion, students attend class for thirteen three-day periods with each period spaced about one month apart. In addition, there is a one-week orientation and a mandatory international study trip. On-campus days consist of eight classroom hours plus additional academic extra-curricular activities such as guest speakers.

Students are expected to spend between 15 and 25 hours each week between on-campus sessions engaged with coursework (homework, case analyses, team projects, exams and individual projects).

The format combining distance learning activities with monthly intensive three-day sessions will remain in place under semesters. The proposal adjusts course credit hours to semester hours on a 4 for 3 basis. The core curriculum has been slightly reduced and some additional elective hours have been added to provide students with greater elective flexibility. The schedule will be adjusted to accommodate having the last on-campus experience in March instead of May so that students can participate in spring commencement ceremonies under the new semester calendar.

I concur with the recommendation of the Executive MBA Sub-Committee of the MBA Programs Committee and the College Faculty and recommend the proposed Executive MBA curriculum and courses be approved.

A handwritten signature in black ink, reading "Leslie M. Fine". The signature is written in a cursive style with a large, stylized initial "L".

Leslie M. Fine, Ph.D.
Chair, Executive MBA Program Sub-Committee
Associate Professor of Marketing

Program Rationale Statement for EMBA

The Executive MBA does not follow a traditional academic calendar. Students come to campus one week-end a month for the duration of the program, with the balance of the work conducted through distance learning.

Changes to the degree are required to accommodate an earlier (May) graduation time. The program has been reduced from eighteen to sixteen months by eliminating the December and summer breaks.

The core curriculum has been reduced from twelve courses to ten. Also, an additional two semester hours are being added (relative to a straight conversion from 60 quarter to 40 semester hours). This allows for additional elective flexibility for students to enhance their programs, and is needed to maintain a competitive advantage relative to peer and aspirant schools. This imposes no additional time burden on students.

List of Semester Courses for EMBA

Department	Course #	Credits	Title
Required Courses offered by the unit			
MBA	6204	3	Organizational Behavior
MBA	6290	3	Strategy Formulation & Implementation
MBA	6240	3	Managerial Economics
MBA	6270	3	Data Analysis for Managers
MBA	6210	3	Accounting for Decision-Making
MBA	6250	3	Marketing Management
MBA	6220	3	Financial Management
MBA	6230	3	Operations Management
MBA	6260	3	Multinational Business Administration
MBA	6200	3	Professional Development: Leadership & Team Effectiveness
Required Courses offered outside of the unit			
None			
Elective Courses			
Category I – Electives (minimum 3 hours – some courses may be repeatable)			
ACCT-MIS	7910	1.5	Advanced Topics in Accounting & MIS
BUS-FIN	7920	1.5	Advanced Topics in Finance
BUS-MHR	7900	1.5	Advanced Topics in Management & Human Resources
BUS-MGT	7930	1.5	Advanced Topics in Management Sciences
BUS-M&L	7950	1.5	Advanced Topics in Marketing & Logistics
Category II – Electives (minimum 9 hours – some courses may be repeatable)			
ACCT-MIS	7910	3	Advanced Topics in Accounting & MIS
BUS-FIN	7920	3	Advanced Topics in Finance
BUS-MHR	7900	3	Advanced Topics in Management & Human Resources
BUS-MGT	7930	3	Advanced Topics in Management Sciences
BUS-M&L	7950	3	Advanced Topics in Marketing & Logistics

Advising Sheet for EMBA for Semester Conversion

Orientation (0 credit hours)

December (One Week)

Module 1 (9 credit hours)

January - March

Strategy Formulation and Implementation: (3 credit hours)

Organizational Behavior: (3 credit hours)

Managerial Economics: (3 credit hours)

Module 2 (9 credit hours)

April - June

Marketing Management: (3 credit hours)

Data Analysis for Managers: (3 credit hours)

Accounting for Decision-Making: (3 credit hours)

Module 3 (15 credit hours)

July-December

Financial Management: (3 credit hours)

Multinational Business Administration: (3 credit hours)

Operations Management: (3 credit hours)

Leadership: (3 credit hours)

Elective: (1.5 credit hours)

Elective: (1.5 credit hours)

October: International Experience (Requirement for Multinational Business Administration course)

Module 4 (9 credit hours)

January-March

Elective: *(3 credit hours)*

Elective: *(3 credit hours)*

Elective: *(3 credit hours)*

Quarter Advising Sheet for EMBA

Core Curriculum (Module 1-4)

The Fisher core courses are designed to provide you with the fundamentals of business and to help you develop the managerial thinking skills you will need to become a source of competitive advantage for your firm.

Core EMBA courses (48 credit hours)

Module 1 (12 credit hours)

January - March

- **Strategy Formulation and Implementation:** (4 credit hours) Examines the nature of corporate strategy, development of a conceptual framework for understanding competition in industries and factors that shape competitive success or failure.
 - **Organizational Behavior:** (4 credit hours) Overviews the foundations of human behavior in organizations. Topics include group and teamwork effectiveness, managing performance, power and influence, leadership, conflict management, and organizational culture.
 - **Managerial Economics:** (4 credit hours) Applies microeconomic and econometrics theories to analyze the firm's immediate economic environment, including industry demand and rivalry, and the firm's production and cost functions.
-

Module 2 (12 credit hours)

April - June

- **Multinational Business Administration:** (4 credit hours) Emerging Markets: Integrates a diverse body of knowledge to address the issues faced by the multinational firm.
 - **Business Statistics:** (4 credit hours) Introduces descriptive statistics, statistical inference, and regression. Major emphasis is placed on achieving an application-oriented understanding of data analysis tools and techniques.
 - **Accounting for Decision-Making:** (4 credit hours) Examines fundamental accounting concepts and techniques that are employed by entities to facilitate planning, performance evaluation, and control.
-

Module 3 (12 credit hours)

August - October

- **Financial Management:** (4 credit hours) Deals with important managerial decisions, such as project selection and financing, starting with the fundamental concepts of valuation and risk return.
 - **Marketing Management:** (4 credit hours) Focuses on the interrelated elements of the marketing mix, its relationship with the other functional areas of management and marketing responses to consumers and to the external environment.
 - **Operations Management:** (4 credit hours) Considers strategic issues in managing operations as a means for competing in global markets, analyzes processes, capacity, quality, and improvement policies in both service and manufacturing settings.
-

Module 4 (12 credit hours)

November - February

- **Management Information Systems:** (4 credit hours) Analyzes the role of the information systems' function in organizations and the role of information in the decision-making process.
- **Self Management and Professional Development:** (4 credit hours) A practical review of the drivers of success in executive leadership roles, with a heavy emphasis on individual assessment, personal development, and career goals.
- **Business Development:** (4 credit hours) Helps students develop their own conceptual models and practical tools for entrepreneurship and prepares students through the development of a business plan in time for the Center for Entrepreneurship's annual Deloitte & Touche Business Plan Competition

Module 5 (12 credit hours)

Elective EMBA Courses (12 credit hours)

March - May and variable

Elective Courses (8 credit hours) March-May

Students may choose from existing Fisher courses or new courses may be developed, given sufficient interest. In either event, our Fisher EMBA faculty accepts significant input from the class to create a customized classroom experience. Previous classes have chosen the following electives:

- Leadership and Competitive Analysis
- Logistics & Supply Chain Management
- Product Management Strategy
- Risk Management
- Services Marketing

Integrative Courses (4 credit hours)

Integrative courses are team-taught by two faculty members from different disciplines (e.g., Strategy and Finance) who explore current business issues from multiple perspectives.

Given sufficient interest from the class, new courses may be developed. Previous classes have chosen the following integrative courses:

- Analysis of Financial Statements
- Mergers and Acquisitions
- Strategic Alliances

Transition Policy for EMBA

A transition policy does not apply because the EMBA is a sixteen-month cohort-based program with all students registering for the same courses in the same terms. During the transition year, students will register for the appropriate sets of courses in the winter and spring 2012 quarters and for the appropriate sets of courses in the summer 2012, autumn 2012 and spring 2013 terms under semesters. In the eventuality that a student does not complete the coursework within that time span, an individualized plan will be developed for that student.