

February 16, 2016

Graduate School/Council on Academic Affairs Curriculum Subcommittee:

Thank you very much for the feedback and request for more information regarding the structural change and fee decrease for the Graduate Business Minor for Health Sciences received on February 8. We have revised the proposal to reflect your concerns and to include letters of support from the associated academic deans. Below is the summary of changes.

1. *Please address how the Fisher College of Business plans to accommodate the anticipated increased enrollment (from current classes of approximately 20 students to expected classes of 50-70 students as documented on page 2 of the proposal). Will the approach be to teach larger sections or offer additional sections, or some other option?*

The pedagogy of the classes in the Graduate Business Minor for Health Science program is primarily case-based. As such, it is similar to Fisher's MBA program. In this program, case-based courses are successfully delivered for classes of 70-80 students. Following this template, the approach to accommodate more students in the Business Minor program is to increase section size up to approximately 70 students. If the program grows above that number, it will be necessary to introduce additional sections of each course.

2. *The proposal mentions "feedback from active, recent and prospective students" on page 1. Appendix 2 summarizes responses to a survey of recent and current students that was administered during Spring Semester of 2015. Please describe the format that was used to obtain feedback from prospective students, and provide a summary of that feedback. With respect to the information in Appendix 2, 73% of the respondents rated the new format as somewhat or very attractive, but 27% rated the new format as somewhat or very unattractive. How is this level of dissatisfaction expected to impact the ability of the minor to meet the needs of potential students?*

The feedback from the prospective student point-of-view was collected through three channels:

- 1) We collected feedback from prospective students in the College of Veterinary Medicine at two information sessions held on the Vet Med Campus. The College of Veterinary Medicine is a very strong supporter of the program and so continuing to provide a program that meets the needs of these students is a top priority. At the information sessions, solicitation of feedback was informal. At the information sessions, the new structure was presented as a possibility and it was clear from the ensuing discussion that students are 1) very price sensitive and 2) very concerned about their ability to maintain summer internships and externships. The new structure is advantageous on both of these dimensions.
- 2) In the survey of current and past program participants, we asked: "In discussions with your peers who did not participate in the program, what reasons did they provide for not participating?" The top two responses were the program is too expensive and it took too much time. These responses likely reflect the concerns of prospective students and are in-line with the face-to-face feedback from the information sessions.
- 3) Early in the fall, we met with the Deans of Academic Programs at the colleges most involved in the Graduate Business Minor Program to solicit feedback on the new structure.

Given their understanding of the interests and needs of their students and their understanding of their students' demands from their primary academic program, these Deans are well situated to represent prospective students. The Deans were uniformly positive on the one summer program and the reduced price noting both the need for their students to obtain enhanced business skills and that a one summer program is feasible given their students primary program, while for most colleges the two summer program was not.

Our survey of current and past students indicated that 72% of respondents were supportive of the one summer program while 27% were not supportive. Given the nature of the sample, the 27% figure is not surprising. The sample was reflective of only students who signed up for the two summer program, as such the sample is not representative of the universe as a whole and this there is the potential of bias towards the status quo in the results. Adding to the potential bias towards the status quo in the responses, many of the early students in the program were supported through scholarships from the College of Veterinary Medicine. These students were not paying the full price out of their pocket and thus would likely be less sensitive to structural changes that reduces their out-of-pocket costs than the universe as a whole.

That said, there is the concern that some students will not be well served by a one summer program. However, if a one summer program reduces costs and increases access for many students, then this trade-off is beneficial to the students of the university as a whole.

3. *A positive outcome of the proposed changes, as stated on page 2 of the proposal, is "Increased benefits to the students through increased diversity of backgrounds." Please provide concurrence letters/letters of support from the academic deans in the mentioned professional programs (Dentistry, Medicine, Nursing, Optometry, Pharmacy, Public Health, Veterinary Medicine) indicating (1) their awareness of the changes and (2) whether they view these changes as making the minor more accessible to their respective students. Enrollment across these programs will be necessary in order to deliver the previously referenced positive outcome of the proposed changes.*

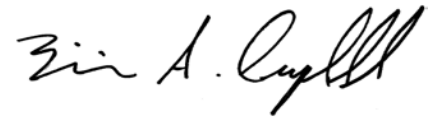
Given receipt of this request for more information, we solicited the following academic deans for letters of support:

- Linda Lord, College of Veterinary Medicine (letter of support received on Feb 12)
- Daniel Clinchot, College of Medicine (letter of support received on Feb 12)
- Cindy Anderson, College of Nursing (e-mail of support received on Feb 13)
- John Walters, College of Dentistry (e-mail of support received on Feb 12, waiting on response from Dean Lloyd)
- Michael Earley, College of Optometry (waiting on response)
- Cynthia Carnes, College of Pharmacy (waiting on response)
- Michael Bisesi, College of Public Health (waiting on response)

These letters are now attached as part of the proposal submission.

Thank you for your feedback and your consideration of this proposed change to alter the structure and decrease the cost to students.

Sincerely,

A handwritten signature in black ink, appearing to read "Ben A. Campbell". The signature is fluid and cursive, with the first name "Ben" and last name "Campbell" clearly distinguishable.

Prof. Benjamin A. Campbell

Academic Director of the Graduate Business Minor in Health Sciences Program

Associate Professor of Management and Human Resources

Fisher College of Business, The Ohio State University

744 Fisher Hall, 2100 Neil Avenue

Columbus, OH. 43210

Phone: (614) 292-1747

From: Montalto, Catherine
Sent: Monday, February 08, 2016 8:29 PM
To: Unnava, Hanumantha; Campbell, Benjamin
Cc: Herness, Scott; Montalto, Catherine
Subject: Graduate Business Minor for Health Sciences

Good evening Dr. Unnava and Dr. Campbell,

The Graduate School/Council on Academic Affairs Curriculum Subcommittee met on Friday, February 5, 2016 and reviewed the proposal for revisions to the Graduate Minor in Health Sciences.

The committee's feedback and requests are summarized below.

1. Please address how the Fisher College of Business plans to accommodate the anticipated increased enrollment (from current classes of approximately 20 students to expected classes of 50-70 students as documented on page 2 of the proposal). Will the approach be to teach larger sections or offer additional sections, or some other option?
2. The proposal mentions "feedback from active, recent and prospective students" on page 1. Appendix 2 summarizes responses to a survey of recent and current students that was administered during Spring Semester of 2015. Please describe the format that was used to obtain feedback from prospective students, and provide a summary of that feedback. With respect to the information in Appendix 2, 73% of the respondents rated the new format as somewhat or very attractive, but 27% rated the new format as somewhat or very unattractive. How is this level of dissatisfaction expected to impact the ability of the minor to meet the needs of potential students?
3. A positive outcome of the proposed changes, as stated on page 2 of the proposal, is "Increased benefits to the students through increased diversity of backgrounds." Please provide concurrence letters/letters of support from the academic deans in the mentioned professional programs (Dentistry, Medicine, Nursing, Optometry, Pharmacy, Public Health, Veterinary Medicine) indicating (1) their awareness of the changes and (2) whether they view these changes as making the minor more accessible to their respective students. Enrollment across these programs will be necessary in order to deliver the previously referenced positive outcome of the proposed changes.

Please incorporate changes into a revised proposal and summarize these changes in a cover letter. Once this information is received, the committee will return to the review of the proposal. The next meeting of the committee is scheduled for Friday, February 19, 2016.

Please let me know if you have additional questions.
Thank you.



Chair
Graduate School/Council on Academic Affairs Curriculum Subcommittee



Catherine P. Montalto, Ph.D.

Associate Professor

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Graduate Minor Business in Health Sciences

Proposal to Change Format of Program

Edited on February 16, 2016

Overview of the Graduate Business Minor in Health Science Program

Ohio State's Health Sciences Colleges train highly motivated and intellectually outstanding students to be experts in their field. Given the changing nature of the Health Sciences industries, the importance placed on business and leadership skills is increasing. The graduate business minor addresses this change by providing graduate level business training through the Fisher College of Business to students pursuing advanced degrees in the Colleges of Dentistry, Medicine, Nursing, Optometry, Pharmacy, Public Health and Veterinary Medicine.

The program began in summer of 2013 and has developed a very successful curriculum and team and student evaluations of the program are extremely strong. In a recent survey of students completing the program, 100% of the respondents found the program to be helpful to their career. These high programmatic evaluations reflect the talents of the instructional team and support staff. The current instructional team reflects expertise in both disciplinary content and the health sciences context and brings passion for health sciences and business into the classroom.

To the best of our knowledge, this is a unique initiative within academia. As such, it is a distinctive program with strategic value in recruiting great students. We are the only university that offers graduate-level business training to health care graduate students without extending the time to their focal degree.

Proposed Change

The program is currently delivered over the course of two consecutive summer semesters. Students in the program complete 6 credit hours in each summer. Upon completion of the curriculum with a 3.0 average or better, the student satisfies the requirements for a Graduate Minor in Business. While students who enroll in the program are very satisfied and find the program helpful to their careers, the current structure of the program presents a challenge for much of our potential audience.

Based on surveys and face-to-face feedback, we propose changing the program to be delivered over the course of one summer. Structurally, the program would move from 2 summers, each with one 7-week term to one 12-week summer. The courses offered would not change and the credit units for each course would not change. The only change is in the timing of the course offerings¹.

The proposed change is motivated by feedback from the point of view of active, recent, and prospective students. Feedback from the active and recent students was collected through an on-line survey regarding the program and potential changes. Feedback from the point of view of

¹ Please see Appendix 1 for a table outlining the changes.

prospective students was collected informally from students at information sessions and through academic deans of the affiliated colleges in their role as student representatives.² The primary barriers noted by all stakeholders is that the program is too expensive and that many students' primary programs do not have two flexible summers in which to accommodate the graduate business minor coursework.³ This proposed change would address both of these concerns without sacrificing the rigor and scope of the minor. In summary, the change would help us better serve the needs of the students, and do so without compromising on the content.

Pros and Cons of the Proposed Change

Pros:

- Better satisfy the charter of the program. The program was chartered to serve students in all seven health sciences colleges. The current program structure does not successfully serve several of the focal colleges since their students do not have the two available summers that are necessary to complete the program.
- Better serve the needs of the students by making the schedule of the graduate business minor more compatible with their primary programs.
- Better serve the needs of the students by reducing the total financial cost of earning a graduate business minor.
- Increased benefits to the students through increased diversity of backgrounds. Currently Veterinary Medicine students dominate the program because they are less constrained by the two-summer commitment. Accommodating students from other programs would increase the diversity of the program and stimulate cross-fertilization across programs leading to a richer classroom experience.
- Enhanced Capstone class experience. The Capstone class centers around project teams solving real problems for local health care organizations. The current 7-week window limits the scope of the projects. A 12-week window would allow for richer projects.

Cons:

- Increased intensity of the graduate business minor experience. Moving the 14 weeks of content to 12 weeks of content with minimal breaks before and after the summer session increases the cognitive burden on the students. However, the students in the focal health sciences programs are notably strong students and the graduate business minor in health science selection process will select out students who are unlikely to handle the increased intensity.
- Decreased revenue per student. The current expectation is that a one-summer program would cost around \$12,000 compared to the \$20,000 cost of a two-summer program. By eliminating the barriers that constrain the potential audience, the number of students in the program is expected to increase offsetting the loss in revenue per student. The short-term goal for the program is to move from incoming classes of approximately 20 students to incoming classes in the 50-70 student range. The pedagogy of the classes in the Graduate

² Letters of support from associated academic deans are attached.

³ Please see Appendix 2 for responses to a survey of recent and current students that was administered in Spring of 2015.

Business Minor for Health Science program is primarily case-based. As such, it is similar to Fisher's MBA program. In this program, case-based courses are successfully delivered for classes of 70-80 students. Following this template, the approach to accommodate more students in the Business Minor program is to increase section size up to approximately 70 students. If the program grows above that number, it will be necessary to introduce additional sections of each course.

- Managing instructor availability. While the instruction team is high quality, changing the timing of classes could create challenges for the current instructors. Hopefully, with sufficient advance notice this challenge can be managed.

Appendix 1

Course Curriculum: Current and Proposed Formats

Course Name	Credit Hours	Current Schedule	Proposed Schedule
Applied Managerial Economics	2	Year 1 (7 Weeks)	Year 1 (12 weeks)
Managing Business Operations	2	Year 1 (7 Weeks)	Year 1 (12 weeks)
Leadership, Talent Management and Organizational Behavior	2	Year 1 (7 Weeks)	Year 1 (12 weeks)
Strategy and Competitive Analysis	1.5	Year 2 (7 Weeks)	Year 1 (12 weeks)
Attracting and Retaining Customers	1.5	Year 2 (7 Weeks)	Year 1 (12 weeks)
Financial Analysis and Accounting	1.5	Year 2 (7 Weeks)	Year 1 (12 weeks)
Capstone: Healthcare Business Solution Teams	1.5	Year 2 (7 Weeks)	Year 1 (12 weeks)
Total Credits	12		

Note: 2-credit hour courses would meet 14 times for 2 hours each session and 1.5-credit hour courses would meet 14 times for 1.5 hours each session. The 14 sessions would be delivered in a 12-week window. For example, a class would meet for 2 hours every Monday over the 12-week term and 2 hours on two predetermined Thursdays. The Capstone class is an exception and would meet 21 times for 1 hour each session.

Appendix 2

Survey Responses from Students. Administered in Spring 2015.

How valuable do you believe the business minor will be to your long-term plans?

Very Helpful	73%
Somewhat Helpful	27%
Neutral	0%
Somewhat Unhelpful	0%
Very Unhelpful	0%

- Note that the respondents to this question had all completed the Graduate Business Minor Program.

In discussions with your peers who did not participate in the program, what reasons did they provide for not participating? (Select all that apply)

Too expensive	100%
Too busy with summer internships/jobs	86%
Business content is not relevant to my career plans	79%
Could not accommodate a two summer program	21%
Other	14%
Did not know about the program	0%

- Note that the respondents are primarily from Veterinary Medicine, which is less impacted by the two-summer commitment than students in the other colleges.

Given upcoming changes in the OSU academic calendar, it might be feasible to deliver the Graduate Business Minor content in two sequential 6-week sessions across one summer. Relative to the current structure, how attractive would this format have been to you?"

Very Attractive	60%
Somewhat Attractive	13%
Neutral	0%
Somewhat Unattractive	20%
Very Unattractive	7%

- Note that the sample was reflective of only students who signed up for the two summer program, as such the sample is not representative of the universe as a whole and thus there is the potential of bias towards the status quo in the results. Adding to the potential bias towards the status quo in the responses, many of the early students in the program were supported through scholarships from the College of Veterinary Medicine. These students were not paying the full price out of their pocket and thus would likely be less sensitive to structural changes that reduces their out-of-pocket costs than the universe as a whole.



February 12, 2016

Graduate School/Council on Academic Affairs
Curriculum Subcommittee

Dear Council,

The purpose of this letter is to strongly endorse the proposed changes for the Graduate Business Minor in Health Sciences at The Ohio State University. This includes a conversion of the program to one summer, as well as a reduction in the cost of tuition.

Currently the graduate business minor program is held over two summers. Many of our veterinary students are not able to register for the minor because of summer internships and jobs that do not give them the time to dedicate two summers to the program. In addition, the move to a one year summer program would decrease the cost to our students allowing more students the opportunity to complete the program. Many students have cited high tuition as a reason not to complete the graduate business minor.

For the last three years, enrollment in the program has been primarily veterinary students. The one summer program will give other health sciences students the option to participate. One barrier for their participation has been not being able to attend classes their second summer. Having other health science professions in the program fosters interprofessional education and collaboration which is so important to the future of healthcare.

The majority of new veterinary graduates will work in private practices. Many will choose practice ownership. Business skills and knowledge are essential for their future success. Veterinary employers and alumni support this program. They believe a business minor adds immediate value and makes Ohio State veterinary graduates with this business minor more desirable and competitive in the marketplace.

I strongly endorse the graduate business minor program and the change of this program to one summer. Ohio State is the only university in the country to offer such an excellent graduate business minor combined with a veterinary medical degree.

Sincerely,

Linda K. Lord, DVM, PhD
Associate Dean for Professional Programs



THE OHIO STATE UNIVERSITY

Daniel M. Clinchot, MD
College of Medicine

Vice Dean for Education
Associate Vice President for Health Sciences Education

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Dan.Clinchot@osumc.edu

February 12, 2016

M. Scott Herness, PhD
Interim Vice Provost for Graduate Studies
Dean of the Graduate School

Dear Scott:

The College of Medicine has reviewed and fully endorses the proposed modifications to the Fisher College of Business "Graduate Business Minor in Health Sciences" program. These changes have been reviewed by the curricular leadership of our professional program, and would represent an improvement in flexibility for our students, who often only have one semester (summer) in which to complete such a program. In addition, the reduction in time requirement increases the affordability of this program. Students from the MD curriculum have already participated in the Graduate Business Minor program and have given specific and detailed feedback that the coursework is meeting the expectations set forth in the original support letter from Dean Lockwood in 2012. It is anticipated that the modifications as proposed would make this program more attractive as an option for our students who have an interest in business concepts for the rapidly changing healthcare environment. Because of this we believe these graduates will be better equipped for the next phase of their training. We are excited that these changes would provide quality business education to an even greater number of students.

Please do not hesitate to contact me if I can provide further information in support of this proposal.

Sincerely,

Daniel M. Clinchot, MD
Vice Dean for Education
Associate Vice President for Health Sciences Education
College of Medicine

Anderson, Cindy M. to Benjamin

Feb 13

Ben,

Thank you very much for your update. I agree that your summer program provides a great opportunity for nursing and other health science students to advance their knowledge and training in business. I can see the benefit of completing courses in a single summer. The most significant issue for our students is likely to be their ability to engage fully due to work responsibilities. That said, the potential to complete over 1 summer may be appealing enough to overcome the time barrier.

Please let me know how I can be of help as you move forward.

Best,

Cindy



Cindy Anderson, PhD, CRNP, FNAP, FAHA, FAAN

Associate Professor

Associate Dean for Academic Affairs and Educational Innovation

College of Nursing

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anderson.2765@osu.edu

From: Campbell, Benjamin [mailto:campbell@fisher.osu.edu]

Sent: Wednesday, February 10, 2016 11:38 AM

To: Anderson, Cindy M. <anderson.2765@osu.edu>

Subject: Graduate Business Minor for Health Sciences

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McAuley, James to Benjamin, Hanumantha, James

4:01 PM

Hello Ben,

Thanks for your persistence. My email inbox is out of control.

I read through the proposal that you provided and I appreciate the information. I will honestly say that because I am relatively new to this position (<2 years), I was not aware of the program before. I appreciated learning the changes to the program. As for whether our Pharmacy students will participate in the future is unclear. It sounds like it would benefit them a lot from a learning perspective, but as you are also aware, our students shoulder a lot of debt from graduate professional school. I would imagine this may be a barrier to some. I am glad the new version of this program is more financially-friendly than before.

Thank you for the opportunity to comment.

Sincerely,

Jim

...



THE OHIO STATE UNIVERSITY

James W. McAuley, PhD, FAPhA

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McAuley.5@osu.edu

From: Campbell, Benjamin [mailto:campbell@fisher.osu.edu]

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Sent: Wednesday, March 09, 2016 2:09 PM

To: McAuley, James

Cc: Unnava, Hanumantha

Subject: Graduate Business Minor for Health Sciences

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Bisesi, Michael to Benjamin

Mar 1

Benjamin,

Thank you for opportunity to comment. Whether program is offered in one summer or over two summers is not an issue, I believe, logistically. However, if the cost is much less for one summer, then this will have more appeal to students. I may have misunderstood your document, but less revenue per student is a “con” to COB, but a “pro” for students.

Thanks again.

Mike



Michael S. Bisesi, PhD, REHS, CIH

Senior Associate Dean, Academic Affairs

Chair (Interim), Environmental Health Sciences

Fellow, AIHA

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(Executive Asst. Susan Price 614-247-8196 or Program Coordinator Erin Strawser (614-688-4388) strawser.34@osu.edu)

From: Campbell, Benjamin [mailto:campbell@fisher.osu.edu]

Sent: Monday, February 29, 2016 5:24 PM

To: Bisesi, Michael; Wickizer, Thomas

Cc: Unnava, Hanumantha

Subject: Fwd: Graduate Business Minor for Health Sciences

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Earley, Michael to Benjamin, Mark, Mark

Mar 1

Ben

Thank you for sharing the plan for moving the Health science minor to a one summer program. It looks like a great program.

Specifically for optometry students, I do not think this change would make a large difference in our enrollment. Currently all of our students participate in a business curricula that stretches over the four years. It consists of 9 hours in the following areas:

First year

Optometric Career Options and financing 2 hours

Second year

Coding and Reimbursement 1 hour

Third Year

Third Party Payment plans 1 hour

Optometric Economics and Jurisprudence, Practice Analysis and Practice Systems 3 hours

Fourth Year

Capstone: Clinical and Business Aspects of Practice 2 hours

Originally these courses were designed and co-taught with Fisher faculty; however, over the years, they have been redesigned to be more directly applicable to optometric business versus the more general content they contained originally. They were always great courses, now they just use optometric practice application to teach the concepts.

Given the extent and content of this current curriculum, I am not certain that the courses in the business minor would offer enough new content to offset the cost for the majority of our students.

Also, the only summer our students are not scheduled full time is the summer between their first and second year. If they chose to take the business minor over one of the other summers (where they already pay full time tuition) then I am not certain how the finances would be handled. Would Fisher and Optometry then have to split the tuition in some proportion based on total credit hours? If you could tell me how you have this modeled, that would help.

I would be very interested to discuss how we could merge our curriculum with additional Fisher courses for students who would like to get the minor. It would seem sensible that some credit for business courses already taken might be worked out.

Please let me know how the dual enrolled model would work out and if you are open to discussion of a merged program.

Thanks

Mike



Michael J. Earley, OD, PhD

Associate Dean of Academic Affairs
Professor of Clinical Optometry

VSP Chair for Advancement of Professional Practice

College of Optometry

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earley.3@osu.edu

From: Campbell, Benjamin [mailto:campbell@fisher.osu.edu]

...

Sent: Monday, February 29, 2016 5:22 PM

To: Earley, Michael <earley.3@osu.edu>; Wright, Mark <wright.13@osu.edu>

Cc: Unnava, Hanumantha <unnava.1@osu.edu>

Subject: Fwd: Graduate Business Minor for Health Sciences

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Walters, John to Benjamin

Feb 12

Hi Ben,

After I met with you last year, I met with my Dean (Patrick Lloyd) to review the proposed changes. I thought the proposed changes made sense, and I indicated this. He seemed interested, and he asked me to convey the information to our Academic Affairs Dean (Darryl Hamamoto). I offered to meet with him if it would be helpful, but it was never scheduled.

To be honest, the dental students in our college, rather than the graduate students, are your primary target. Dr. Lloyd and Dr. Hamamoto are the best people to write the letter of support. It appears that Dr. Lloyd wrote the letter you attached, and he copied Dr. Kalmar (who was the Academic Affairs dean before Dr. Hamamoto was hired). I have a meeting with Dean Lloyd in two weeks, and I would be happy to follow up on the previous discussion. If there is a need for immediate action, please let me know.

Best wishes,

John

From: Campbell, Benjamin [campbell.224@osu.edu]

Sent: Wednesday, February 10, 2016 10:20 AM

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Walters, John to Benjamin

Feb 25

Hi Ben,

I reviewed the proposed changes with my college dean, Patrick Lloyd, yesterday afternoon. He was receptive to facilitating an opportunity for our dental students to learn more about the program. I will talk with the academic dean (Darryl Hamamoto) to follow up on my previous attempt to review the program changes with him. Good luck with getting the final approvals.

John Walters
Prof and Assoc Dean-Graduate Studies
College of Dentistry

From: Campbell, Benjamin [campbell.224@osu.edu]

Sent: Tuesday, February 16, 2016 3:44 PM

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