The Fisher College of Business is proposing a new Graduate Certificate in Business Leadership. The Certificate is designed to provide an understanding of essential business competencies and leadership skills to prepare veterans and members of the military community for a successful integration into business, nonprofit, and entrepreneurial settings.

The proposal was received by the Graduate School on 13 February 2018. It was reviewed by the combined GS/CAA Curriculum subcommittee, chaired by Faculty Fellow Jennifer Schlueter, on 8 March 2018. Revisions were requested on 22 March and received on 1 June 2018. The revised proposal was electronically reviewed by the subcommittee on 28 June 2018 and moved forward to the Graduate Council. The Graduate Council reviewed the proposal electronically in mid July 2018, and came to consensus, via electronic vote, on its approval on 24 July 2018.
Hi Jennifer,

We received yet another concurrence letter today, and I’ve appended the revised document to this email. Although I apologize for the third update, I am encouraged that we continue to hear from college deans in support of this program – even beyond our requested deadline for response.

Again, please do not hesitate to contact me with any questions.

Thank you,
Sarah

Sarah Mangia, M.A.
Senior Director, Fisher Leadership Initiative
Max M. Fisher College of Business
300 Fisher Hall, 2100 Neil Ave., Columbus, OH 43210
614-292-7029 Office
mangia.15@osu.edu fisher.osu.edu/leadership

Hi Jennifer,

I apologize for the second email today – we received one additional concurrence this afternoon that I want to add to the proposal. Please let me know if you have any questions regarding this revised document.

Thank you,
Sarah

Sarah Mangia, M.A.
Senior Director, Fisher Leadership Initiative
Max M. Fisher College of Business
Hi Jennifer,

I’m circling back here regarding the Graduate Business Leadership Certificate proposal. We contacted: 1) The Glenn College of Public Affairs, 2) The College of Education and Human Ecology, 3) The College of Food, Agriculture, and Environmental Sciences, 4) The College of Social Work, 5) The College of Nursing, 6) The College of Engineering, and 7) The Department of Military Science for concurrences. We received letters of support from the majority of these units, and in our request, we stated that we would assume concurrence if we did not receive a response by Monday, May 28.

You will find the revised proposal attached. We look forward to your review.

Please contact me with any questions.

Thank you,
Sarah

Sarah Mangia, M.A.
Senior Director, Fisher Leadership Initiative
Max M. Fisher College of Business
300 Fisher Hall, 2100 Neil Ave., Columbus, OH 43210
614-292-7029 Office
mangia.15@osu.edu fisher.osu.edu/leadership

From: "Schlueter, Jennifer" <schlueter.10@osu.edu>
To: Sarah Mangia <mangia.15@osu.edu>
Cc: "Zinn, Walter" <zinn.13@osu.edu>, "Smith, Randy" <smith.70@osu.edu>, "Toft, Jill A." <toft.20@osu.edu>, "Tepper, Bennett J." <tepper.15@osu.edu>, "Buchanan, Charles J." <buchanan.241@osu.edu>

Subject: Re: proposal for Graduate Business Leadership Certificate

Dear Sarah:

Thanks so much for this response. I see from your email that you intend to seek concurrence from seven programs or colleges. Know that these concurrences will have to be granted before we can revisit the
Hi Jen,

Thank you for your thoughtful review of the Graduate Business Leadership Certificate. Please see our responses to your questions in red below. Should you have further questions, please do not hesitate to contact me!

Have a great weekend,
Sarah

Sarah Mangia, M.A.
Senior Director, Fisher Leadership Initiative
Max M. Fisher College of Business
300 Fisher Hall, 2100 Neil Ave., Columbus, OH 43210
614-292-7029 Office
mangia.15@osu.edu fisher.osu.edu/leadership

From: Zinn, Walter
Sent: Thursday, March 22, 2018 12:52 PM
To: Schlueter, Jennifer <schlueter.10@osu.edu>
Cc: Toft, Jill A. <toft.20@osu.edu>; Smith, Randy <smith.70@osu.edu>
Subject: RE: proposal for Graduate Business Leadership Certificate

Thank you for the feedback Jen. We will follow-up and the reply to the committee you chair.
Thanks. Take care, Walter

Walter Zinn
Professor of Logistics
Associate Dean for Graduate Students and Programs
Co-Editor-in-Chief – Journal of Business Logistics
Fisher College of Business
Dear Professor Zinn:

The combined Graduate School/CAA curriculum subcommittee, which I chair as Faculty Fellow, has reviewed your proposal for a new Graduate Business Leadership Certificate. The certificate certainly is poised to fill a clear need and is well structured and organized. However, the subcommittee has a few questions, which we'd like to see addressed in a cover letter to a revised proposal.

1. The primary audience for this Certificate is articulated as veterans. However, the title for the Certificate is generic and does not make this legible. Can you clarify? Although the primary audience for the certificate is veterans, the content is applicable to any individual with a bachelor’s degree. The title was carefully selected by our college Associate Deans – particularly those who oversee graduate programs. We feel that this title accurately conveys the knowledge and experience conferred upon graduates of the program. Further, we see any narrowing of the certificate title—e.g., Graduate Business Leadership Certificate for Veterans—to be inaccurate, as this program is available to any individual with a bachelor’s degree who wishes to enroll.

2. The cost for enrollment is quite significant. How do you anticipate this cost will impact the size of enrollments in the Certificate? We understand that the cost of this program seems high, yet we do not anticipate the cost negatively impacting enrollments. As noted above, the primary audience of this certificate is veterans. We anticipate that veterans will elect to apply one month of their 36 months of GI Bill funding to this program. In short, the GI Bill covers a variety of academic degree programs, regardless of cost. To cover the cost of the program for students who elect not to apply GI Bill funding, we intend to seek scholarships—and have a few individual donors in mind through our development office—to approach to offer scholarships for this degree program. Should we find that this fee is a burden to potential participants, we are open to revisiting the architecture of the programmatic experiences offered through this certificate (e.g., weekend networking visit to Chicago) to identify means to reduce costs.

3. Can you clarify how the 12 credit hours may be effectively completed in a 4 week session, in keeping with Faculty Rule 3335-8-24 pertaining to how credit hours shall be calculated? Consistent with Faculty Rule 3335-8-24, we offer 168 instructional/contact hours (in-person) for the 4-week period. (This is the equivalent of four, 3-credit hour courses.) We will require certain online modules to be completed pre-program (consistent with what is offered in the MBA/MHRM pre-term curriculum), and we calculate 20-hours of out-of-class time per week—which will total a minimum of 80-hours of out-of-class work while in the program. We believe the combination of pre-program work, out-of-class time, and instructional hours more than satisfies Faculty Rule 3335-8-24.
4. Because the word “leadership” is in the title of the proposed Certificate, concurrence from other Colleges that are stakeholders in the study or training in leadership—College of Education and Human Ecology, the Glenn College, the College of Nursing, and the College of Food, Agriculture, and Environmental Science—should be sought and included in the proposal. Thank you for your insight here; this is a very good point. We will work with our Dean, Anil Makhija, to solicit concurrences from the following colleges (at a minimum):
   a. The Glenn College of Public Affairs,
   b. The College of Education and Human Ecology,
   c. The College of Food, Agriculture, and Environmental Sciences,
   d. The College of Social Work,
   e. The College of Nursing,
   f. The College of Engineering, and
   g. ROTC (not a college, but still necessary)

Please let me know if you have any questions. Upon receipt of your revised proposal, the subcommittee will revisit and, if satisfied, forward on to the Graduate Council for their approval and to CAA for theirs. I’ll keep you posted as it moves along.

Best,

Jen
Jennifer Schlueter, PhD
Associate Chair, Department of Theatre
Associate Professor | Lab Series Coordinator | Editor, Theatre/Practice
Faculty Fellow, Curriculum, Graduate School
1103 Drake Center, 1849 Cannon Dr, Columbus, OH 43210
614-688-3778
February 13, 2018

Vice Provost W. Randy Smith
Council on Academic Affairs
Office of Academic Affairs 203
Bricker Hall
190 North Oval Mall
Columbus, OH 43210

Dear Randy Smith,

The Fisher College of Business is proposing a new Graduate Business Leadership Certificate – Option #3 in the document Categories and Criteria for Academic Programs.

The overarching purpose of the program is offer the preparation that individuals need to transition into careers that require basic knowledge of organizational leadership and business acumen.

A primary audience of the program will be military veterans. The training that individuals receive in the military is, of course, strong on many dimensions. However, that training does not fully generalize to civilian contexts. As a consequence, the turnover rate among veterans is high (44% within the first year, according to U.S. Chamber of Commerce Foundation survey) and there is a consensus belief that with the requisite transitioning, veterans will flourish in their first civilian positions.

At a time when there are 200,000 veterans leaving the military each year, there are only two programs that aim to address the aforementioned need: Dartmouth’s Next Step: Transition to Business program and Stanford’s Ignite program. We therefore believe that the proposed program’s goals are in keeping with the needs of military veterans and of the organizations that employ them.

Sincerely,

Walter Zinn
Associate Dean of Graduate Students & Programs
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V. Eligibility and Enrollment

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I. Executive Summary

The Fisher College of Business’ Graduate Business Leadership Certificate is designed to provide an understanding of essential business competencies and leadership skills, networking opportunities, and leadership development experiences designed to prepare veterans and members of the military community for successful integration into business, nonprofit, and entrepreneurial settings.

This 12-credit hour program will be delivered over the course of four weeks, designed after the Executive MBA course delivery model – offering twice-daily four-hour class seminars. The curriculum includes the following courses: BUSMHR 7320: Fundamentals of Business Excellence I (3 credits), BUSMHR 7321: Fundamentals of Business Excellence II (3 credits), MBA 6201: Organizational Behavior (1.5 credits), MBA 6202: Leadership (1.5 credits), BUSMHR 7230: Developing High Performance Teams (1.5 credits), and BUSMHR 7240: Managerial Negotiations (1.5 credits).

We intend to accept 35-50 students into this program. Applicants to this program must have earned an undergraduate degree from an accredited college and must complete the online application.

Further, this Graduate Certificate in Business and Leadership is endorsed by the Office of Military & Veterans Services at the Ohio State University. (See letter in the Appendix).

II. Background

There are two similar veteran business development programs nationally. However, these programs are distinct in their program differentiators and outcomes. The first program, Stanford’s Ignite program, is dedicated to bolster veterans’ innovation and entrepreneurial capacities as they transition to civilian life. The second program, Tuck’s Next Step: Transition to Business program, is focused on training veterans and athletes to become general managers. Neither program offers academic credit, though they tout certificates of completion.

Our program will differentiate itself through a focus on developing business leaders, while also conferring a graduate certificate that is listed on a students’ academic transcript.

Further, this program will allow participants to transfer their credits directly into Fisher College of Business graduate programs, should they be interested in earning additional graduate degrees. This is a benefit to students in the program, as they will have a clear path to a higher degree, and this is a benefit to our College, as we will have a new pipeline of prospective students to our graduate programs.

Finally, approximately 200,000 service members transition from service each year. According to a survey conducted by the U.S. Chamber of Commerce Foundation,
approximately 44% of these veteran service members turn over within the first year. There is a clear need to provide support as they navigate their transition.

III. Goals of the Proposed Certificate

This program is designed for members of the military who wish to build their business acumen and leadership skills, whether for future use in business settings or graduate programs. By participating in this program, students will:

a. Build functional business expertise
b. Develop awareness of their leadership strengths and weaknesses and identify their personal leadership style
c. Understand how to create effective teams, organizations, and cultures that are built upon learning and accountability
d. Hone their communication and presentation skills
e. Refine their professional etiquette and influence skills
f. Synthesize their classroom learning to practical situations through immersion experiences

These outcomes are directly aligned with our MBA, EMBA, and Working Professional’s MBA degree outcomes. We find this crossover to be helpful in ensuring the quality of this program and communicating how this experience maps to other Fisher graduate degree programs.

IV. Rationale and Curricular Structure

This proposal was developed by a team of faculty from the Management and Human Resources department in the Fisher College of Business. This team of faculty will continue to advise the curricular implementation of this program. Further, the certificate has been approved by the Associate Dean for Graduate Programs, Senior Associate Dean and Head of Executive Education, and Dean of the Fisher College of Business.

Figure 1: Business and Leadership Certificate Courses

<table>
<thead>
<tr>
<th>Course Number</th>
<th>Course Title</th>
<th>Credit Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>BUSMHR 7320</td>
<td>Fundamentals of Business Excellence I</td>
<td>3</td>
</tr>
<tr>
<td>BUSMHR 7321</td>
<td>Fundamentals of Business Excellence II</td>
<td>3</td>
</tr>
<tr>
<td>MBA 6201</td>
<td>Organizational Behavior</td>
<td>1.5</td>
</tr>
<tr>
<td>MBA 6202</td>
<td>Leadership</td>
<td>1.5</td>
</tr>
<tr>
<td>BUSMHR 7230</td>
<td>Developing High Performance Teams</td>
<td>1.5</td>
</tr>
<tr>
<td>BUSMHR 7240</td>
<td>Managerial Negotiations</td>
<td>1.5</td>
</tr>
<tr>
<td></td>
<td><strong>Total Hours</strong></td>
<td><strong>12</strong></td>
</tr>
</tbody>
</table>

These courses will be graded on a 4.0 scale.
The Graduate Business Leadership Certificate is designed to offer students a robust educational experience that sets them up to be successful in the business world post-program. It is also designed as a bridge to further graduate education. The courses included in this program have been approved by Fisher’s college leadership to transfer to Fisher’s Full-Time MBA program, Working Professional MBA program, and other Specialized Masters programs – contingent upon each student’s individual admission to the respective graduate program.

The course curriculum will be delivered by top-tier faculty in the Fisher College of Business, while also incorporating experiential learning opportunities with immersions to local business partners, project work, and other developmental opportunities. The experiential design of this program is intended to provide students a more engaging, applied, and rigorous educational experience. Rather than simply learning theories in the classroom, this program will take students to local businesses to learn from applied experts in a given field and solve real problems facing these businesses – effectively taking business theory to practice. Along the way, students will also have the opportunity to build their professional networks through connections with these business partners.

A draft structure of the four-week program is included on the following pages, in Figures 2-4.

The program begins on a Sunday, and classes operate Monday-Friday from 8am-Noon and 1-5pm daily over the course of three consecutive weeks. Students participate in a leadership skill-building lunch-and-learn or networking lunch each day. Students have the opportunity to engage with specific industries, guest speakers, and other professionals through optional evening sessions (post 5pm).

In addition, we intend to weave experiential learning and leadership development opportunities throughout the courses – e.g., hosting our day of entrepreneurship coursework at Rev1, inviting their leadership to lead a masterclass on entrepreneurship, engaging in an experiential activity (case, pitch competition, etc.) to complete the day, and then hosting a fireside chat with their President & CEO to discuss his leadership philosophy.

Figure 2: Course Legend

<table>
<thead>
<tr>
<th>Course Title</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>BUSMHR 7320: Fundamentals of Business Excellence I</td>
<td>42</td>
</tr>
<tr>
<td>BUSMHR 7321: Fundamentals of Business Excellence II</td>
<td>42</td>
</tr>
<tr>
<td>MBA 6502: Leadership</td>
<td>20</td>
</tr>
<tr>
<td>MBA 6501: Organizational Behavior</td>
<td>20</td>
</tr>
<tr>
<td>BUSMHR 7230: Developing High Performing Teams</td>
<td>20</td>
</tr>
<tr>
<td>BUSMHR 7240: Managerial Negotiations</td>
<td>20</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>164</strong></td>
</tr>
</tbody>
</table>
Figure 3: Sample structure of weeks 1 and 2 of Graduate Business Leadership Certificate
V. Eligibility and Enrollment

An ideal candidate for this program is someone who is seeking to:

1. Understand which graduate-level business education programs are a good fit for their interests, talents, and possible career paths;
2. Build or refresh their professional network and be exposed to employment opportunities;
3. Refine their leadership abilities and discover the purpose for their leadership; or
4. Reestablish their educational credentials.

Prospective students must submit an online application, consisting of the following items:

- Academic Transcript from accredited college or university demonstrating their completion of an undergraduate degree
- Responses to essay questions
- Letters of Recommendation
The team of faculty advisors and staff associated with the development of this program will review applications, host interviews, and make final decisions on the class.

Upon admittance to the Graduate Business Leadership Certificate program, the staff associated with this program will work with the Graduate School to admit them to the Ohio State University – as is required to earn a formal certificate from the Ohio State University upon successful academic completion of the courses.

VI. Administration

The faculty advisors within the Department of Management and Human Resources and staff members of the Leadership Initiative take ownership for the administration of this program. Built into the overall program financial model is the cost of one full-time employee hired to administer this program. This staff member will report to the Leadership Initiative and collaborate with all appropriate parties to ensure the program is a high-caliber experience for all involved. Until this person is hired, other senior staff within the Leadership Initiative have taken ownership of this program and will continue to work to ensure its delivery.

VII. Financial Modeling

This program will be funded through student tuition and program fees, though it is designed to be subsidized by the Post 9/11 or GI Bills. Students may access their Post 9/11 or GI Bill funding by enrolling in an academic program that earns credits toward a degree, and who have not exhausted their allotted 36-months of credit. Upon curricular approval of this program, we will seek approval by the State Approving Agency (SAA) who certifies the disbursement of the Post 9/11 and GI Bills within the state of Ohio.

Given the requirements for applying Post 9/11 and GI Bill funding to academic programs, 15% of program attendees cannot apply the Post 9/11 and GI Bills to cover the cost of this experience. To address this, we intend to offer full scholarships to 15% of the students enrolled using funds from donors to this program.

To break-even on a 25-student program administered in summer term 2019, we would charge a program fee of $25,000 that is inclusive of tuition, fees and other program costs (see breakdown on next page).

There are opportunities for individuals and businesses to financially support this program. A business or individual may name the program, sponsor segments of the experience, and or sponsor individual student seats. As an example:

- $5M – Name the Program
- $25,000 – Sponsor the Keynote / Featured Lecture (1 available)
- $5,000 – Sponsor a Day (9 available)
- $2,500 – Sponsor a Dinner or Networking Event (6 available)
The following Figure includes a snapshot of our academic and operational costs for this program.

Figure 5: Graduate Business Leadership Certificate Financial Model

<table>
<thead>
<tr>
<th>Projected Graduate Veteran's Program Financials</th>
<th>20</th>
<th>25</th>
<th>30</th>
<th>35</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenues</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Program fee</td>
<td>$ 25,000.00</td>
<td>$ 500,000.00</td>
<td>$ 625,000.00</td>
<td>$ 750,000.00</td>
</tr>
<tr>
<td>University subsidy</td>
<td>$ 2,930.00</td>
<td>$ 58,600.00</td>
<td>$ 73,250.00</td>
<td>$ 87,900.00</td>
</tr>
<tr>
<td>Other sources</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
</tr>
<tr>
<td><strong>Total Revenues</strong></td>
<td>$ 558,600.00</td>
<td>$ 698,250.00</td>
<td>$ 837,900.00</td>
<td>$ 977,550.00</td>
</tr>
<tr>
<td><strong>Costs</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>University fees</td>
<td>$ 693.40</td>
<td>$ 13,888.00</td>
<td>$ 17,335.00</td>
<td>$ 20,802.00</td>
</tr>
<tr>
<td>University taxes</td>
<td>$ 11,173.20</td>
<td>$ 223,464.00</td>
<td>$ 279,330.00</td>
<td>$ 335,196.00</td>
</tr>
<tr>
<td>Instructional costs</td>
<td>$ 80,220.00</td>
<td>$ 80,220.00</td>
<td>$ 80,220.00</td>
<td>$ 80,220.00</td>
</tr>
<tr>
<td>Variable program costs</td>
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<td>$ 107,800.00</td>
<td>$ 134,750.00</td>
<td>$ 161,700.00</td>
</tr>
<tr>
<td>Fixed program costs</td>
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<td>$ 79,440.00</td>
<td>$ 79,440.00</td>
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</tr>
<tr>
<td>Program administrator</td>
<td>$ 82,460.00</td>
<td>$ 82,460.00</td>
<td>$ 82,460.00</td>
<td>$ 82,460.00</td>
</tr>
<tr>
<td><strong>Total Costs</strong></td>
<td>$ 587,252.00</td>
<td>$ 673,535.00</td>
<td>$ 759,818.00</td>
<td>$ 846,101.00</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>$ (28,652.00)</td>
<td>$ 24,715.00</td>
<td>$ 78,082.00</td>
<td>$ 131,449.00</td>
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</table>

**PROGRAM FEE PROPOSAL: $25,000**

GI Bill to cover $25,000 needed to cover individual student program tuition and program cost
Private donations to offer individual student scholarships for those not applying GI Bill funding (15% of total enrolled)
Corporate sponsorships to cover remaining individual student scholarships and/or generate program revenue
VIII. Appendices

Letter of Support – Colonel Michael W. Carrell, Assistant Vice President, Office of Military & Veterans Services, The Ohio State University

Master’s in Human Resources Management (MHRM) Program Concurrence – David Greenberger and Ray Noe, MHRM Program Directors, Fisher College of Business, The Ohio State University

College of Nursing Concurrence – Bernadette Melnyk, Dean, College of Nursing, The Ohio State University

College of Education and Human Ecology Concurrence – Cheryl Achterberg, Dean, College of Education and Human Ecology, The Ohio State University

John Glenn College of Public Affairs Concurrence – Trevor Brown, Dean, John Glenn College of Public Affairs, The Ohio State University

Department of Military Science Concurrence – LTC James M. Bunyak, Director, Department of Military Science

College of Food, Agriculture, and Environmental Sciences Concurrence – Cathann A. Kress, Vice President for Agriculture Administration and Dean, College of Food, Agriculture, and Environmental Sciences, The Ohio State University

College of Engineering Concurrence – David B. Williams, Executive Dean for the Professional Colleges and Dean of the College of Engineering, The Ohio State University
Charles Buchanan
Senior Director, Research and Outreach
Fisher Leadership Initiative
300E Fisher Hall, 2100 Neil Ave
Columbus, OH 43210

December 13, 2017

Dear Charles,

This letter indicates our support for the proposed Graduate Certificate in Business and Leadership for military-connected students. We think the need for this type of program is strong and it would greatly help separating Veterans, those serving in the National Guard and Reserve, and potentially family members/dependants of the same. What is really exciting is the inclusion that these students would also be admitted to Fisher and earn credits that can transfer to your MBA, EMBA and Working professional’s MBA programs directly. That not only separates this program from other competitor’s but is required if students want to use their GI Bill® or other education benefits. Proper coordination and approval from the State Approving Agency (SAA) will ensure this possibility and, if approved under our current authorization, would allow our office to certify those benefits for students as we do other programs in your college.

We typically have over 100 military-connected students in Graduate and Professional school at any time. Couple those with a robust National Guard/Reserve population in Ohio, along with hundreds of thousands of separating Veterans each year and there is a robust group that could benefit from this instruction. We also applaud your efforts to have scholarships available for some students and think this could be a potential draw for the program nationally beyond Ohio.

Thank you for your efforts, and please keep us posted as to your progress.

Sincerely,

Michael W. Carrell, Colonel, USAF (Ret)
Assistant Vice Provost & Director
To:        Ben Tepper  
Chair, Department of Management and Human Resources

From:     Ray Noe and David Greenberger  
Director and Co-Director, Graduate Programs in Human Resources

Date:     February 5, 2018

Subject:  Approval of Graduate Business Leadership Certificate

After the Department of Management and Human Resources met and approved the proposal to create a new Graduate Business Leadership Certificate, the Graduate Studies Committee in Human Resources met to discuss the proposal. Some of the courses in the proposed certificate are taught in the Master’s in Human Resource Management (MHRM) program and as such, we thought it appropriate to review the proposal.

After discussion, the Committee unanimously voted to support the proposal.

Please feel free to contact either of us if you have any questions.
May 25, 2018

Anil, Makhija, PhD  
Dean and John W. Berry, Sr. Chair  
The Ohio State University Fisher College of Business  
201 Fisher Hall  
2100 Neil Ave  
Columbus, OH 43210

Dear Anil,

We have reviewed the Fisher College of Business’ proposal for a Graduate Business Leadership Certificate. We recognize that the leadership portion of the curriculum will draw on subject matter expertise that is relevant to some of our faculty members’ expertise. We concur with the Fisher College of Business’ request to propose this Graduate Business Leadership Certificate. [We will be happy to facilitate introductions to our faculty and/or to others with such expertise if we are able to do so in order to develop suitable offerings for this program].

Sincere regards,

Bernadette Melnyk, PhD, RN, APRN-CNP, FAANP, FNAP, FAAN  
Vice President for Health Promotion  
University Chief Wellness Officer  
Dean and Professor, College of Nursing  
Professor of Pediatrics & Psychiatry, College of Medicine
May 25, 2018

Anil Makhija, Dean
Fisher College of Business
201 Fisher Hall
2100 Neil Avenue

Dear Anil:

We have reviewed the Fisher College of Business’ proposal for a Graduate Business Leadership Certificate. We recognize that while part of the proposed curriculum will draw on subject matter expertise relevant to some of our faculty members’ expertise, there is actually very little overlap. We, therefore, concur with the Fisher College of Business’ request to propose this Graduate Business Leadership Certificate.

Sincerely,

Cheryl Atchinson, Dean
College of Education and Human Ecology
Hi Anil,

Thanks for the opportunity to review the proposed leadership certificate. The Glenn College’s curricular team has reviewed the proposal. While there is some overlap with the content that we offer in our graduate curricula and our own public and nonprofit leadership certificate, there’s a clear differentiation in target audience. Given that we have students in our respective programs that are interested in the intersection between the public and private sectors I think there are opportunities for us to coordinate our efforts. Some of our students may be interested in pursuing this certificate and some of the students that go through your certificate may be interested in pursuing one of our graduate degrees. We are happy to offer our concurrence and look forward to our faculty and staff coordinating on advising students to take advantage of the suite of leadership offerings in both of our Colleges.

Best,

Trevor

---

**Trevor Brown**  
Dean  
John Glenn College of Public Affairs  

Executive Director  
State of Ohio Leadership Institute

300 Page Hall, 1810 College Road, Columbus, OH 43210  
614-292-4533 Office  
brown.2296@osu.edu glenn.osu.edu

Glenn College Newest Events and Offerings:  

* [Toward a New Ohio Policy Briefs](#)  
* [Dialogue with WOSU](#)

State of Ohio Leadership Institute
Anil K. Makhija  
Dean and John W. Berry, Sr. Chair in Business  
201 Fisher Hall, 2100 Neil Avenue  
Columbus, OH 43210  
(614) 292-2666  
makhija.1@osu.edu

Dear Anil:

I have reviewed the Fisher College of Business’ proposal for a Graduate Business Leadership Certificate. We recognize that the Leadership and Team Development portion of the curriculum will draw on subject matter expertise that is relevant to all of our faculty members’ expertise. We, at The Ohio State University Department of Military Science, are the Army’s experts at developing future civilian and military leaders for our country through our proven leadership curriculum program. We see the value of the Graduate Business Leadership Certificate and we concur with the Fisher College of Business’ request to propose this certificate. I highly endorse this program.

James M. Bunyak  
Lieutenant Colonel, MLM, DM, US Army  
Director, Military Science Department  
253 Converse Hall  
2121 Tuttle Park Place  
Columbus, OH 43210  
(614) 292-6075  
bunyak.2@osu.edu
May 30, 2018

Anil K. Makhija  
Dean and John W. Berry, Sr. Chair in Business  
Fisher College of Business  
The Ohio State University  
201 Fisher Hall, 2100 Neil Avenue  
Columbus, OH 43210  

Dear Dr. Makhija:

As the cornerstone college of The Ohio State University, the College of Food, Agricultural, and Environmental Sciences (CFAES) strives to fulfill the land-grant mission every day through our research, outreach and teaching. We invest our time and resources to focus on grand challenges — those challenges that will take our collective knowledge, skills and compassion to address.

In reviewing Fisher College of Business’ proposal for a Graduate Leadership Certificate, the college is addressing one of those grand challenges — preparing future leaders and scientists. CFAES strongly supports this request recognizing the need and market for helping certain segments who may not have the time or resources for a full graduate program (e.g. veterans, experienced workers looking for managerial/leadership training).

In particular, our Department of Agricultural, Environmental, and Development Economics (AEDE) welcomes conversations to expand the analytical skills of students looking to enter or re-enter the workforce. For students looking to enhance their analytical/quantitative skills, the new Master of Applied Economics – a joint program between AEDE and Economics – offers courses designed to extend undergraduate-level training with few pre-requisites. AEDE has courses that may be complementary to this certificate, including Applied Quantitative Methods I (6110) and Applied Quantitative Methods II (6120).

We concur with the Fisher College of Business’ request to propose this Graduate Business Leadership Certificate, and we look forward to partnering with the college on course offerings.

Sincerely,

Cathann A. Kress  
Vice President for Agricultural Administration and Dean  
College of Food, Agricultural, and Environmental Sciences
May 30, 2018

Anil Makhija, Ph.D.
Dean
Max M. Fisher College of Business
2100 Neil Avenue
Columbus, OH 43210

Dear Anil:

We have reviewed the Fisher College of Business’ proposal for a Graduate Business Leadership Certificate. We concur with the Fisher College of Business’ request to propose this Graduate Business Leadership Certificate.

Our college will be happy to facilitate introductions to our faculty and/or others with expertise in areas suitable for this program. If you have additional questions, please don’t hesitate to contact this office.

Sincerely,

[Signature]

David B. Williams, Ph.D., Sc.D.
Monte Ahuja Endowed Dean’s Chair
Executive Dean of the Professional Colleges
Dean of the College of Engineering