

From: [Smith, Randy](#)
To: [Williams, Dylan](#)
Cc: [Leite, Fabio](#); [Sutherland, Sue](#); [Reed, Katie](#); [Smith, Randy](#); [Griffiths, Rob](#); [Duffy, Lisa](#); [Hunt, Ryan](#); [Croxtton, Keely](#); [Makhija, Anil](#)
Subject: Proposal to establish a micro-credential in Leadership
Date: Monday, March 25, 2024 9:00:49 AM
Attachments: [image001.png](#)

Dylan:

The proposal from the Fisher College of Business to establish a micro-credential in Leadership was approved by the Council on Academic Affairs at its meeting on March 20, 2024. Thank you for attending the meeting to respond to questions/comments.

No additional level of internal review/approval is necessary. This action will be included in the Council's next Annual Activities Report to the University Senate (July 2024).

Please note that the College should refer to this as a skills-based micro-credential (because you will assess skills/competencies) and, to avoid confusion, not as a completion one. In addition, a signed Memorandum of Understanding with Ohio State Online should be in place before it begins.

The Office of the University Registrar will work you with any implementation issues.

Please keep a copy of this message for your file on the proposal and I will do the same for the file in the Office of Academic Affairs.

If you have any questions please contact the Chair of the Council, Professor Fábio Leite.11, or me.

I wish you success with this important program development.

Randy



W. Randy Smith, Ph.D.

Vice Provost for Academic Programs

Office of Academic Affairs

University Square South, 15 E. 15th Avenue, Columbus, OH 43201

614-292-5881 Office

smith.70@osu.edu

Assisted by:

Katie Reed

Executive Assistant

(614) 292-5672

reed.901@osu.edu

From: [Williams, Dylan](#)
To: [Smith, Randy](#)
Cc: [Judge, Timothy](#); [Reed, Katie](#)
Subject: Micro-credential proposal from Fisher Leadership Initiative
Date: Wednesday, January 31, 2024 12:25:54 PM
Attachments: [image001.png](#)
[Cover Letter Microcredential Proposal.pdf](#)

Hi Randy,

I hope you are doing well. I am reaching out with a proposal to establish a micro-credential in leadership on behalf of the Leadership Initiative at Max M. Fisher College of Business.

Our team is excited to participate in the Canvas Credentials pilot alongside the Office of Technology and Digital Innovation and Fisher Executive Education teams. We look forward to the many opportunities that digital credentialing will create for the entire university.

Please see the attached cover letter, which contains hyperlinks to our micro-credential intent form and full proposal. We look forward to hearing from you.

Best Regards,
Dylan Williams



THE OHIO STATE UNIVERSITY

Dylan Williams, M.A.
Manager

The Ohio State University
Max M. Fisher College of Business
Leadership Initiative
300 Fisher Hall
2100 Neil Avenue, Columbus, OH 43210
330-980-1531 Mobile
williams.4591@osu.edu

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,

The Leadership Initiative at Max M. Fisher College of Business is participating in the Canvas Credentials pilot this semester alongside the Office of Technology and Digital Innovation and Fisher Executive Education, where we have designed a leadership development program that allows students to earn micro-credential for completion of a co-curricular, hybrid learning experience. This experience includes completing the BUILD Leadership Assessment®, two interactive learning modules, and an in-person application workshop.

Students who complete this experience will:

- Develop a deeper understanding of their leadership skills and how they relate to their personal/professional values, experiences, identities, and relationships.
- Apply knowledge gained from the BUILD experience toward identifying a competency to develop.
- Create an action plan to further develop their leadership skills, including how they can utilize Fisher College of Business and Ohio State resources to assist in their growth.

Attached are two documents requested for a proposal submission:

- [Micro-Credential Intent Form](#)
- [Micro-Credential Full Proposal](#)

Thank you very much for your consideration and the opportunity to further support students in their development as leaders.

Best Regards,

Dylan Williams

Manager, Leadership Initiative at Max M. Fisher College of Business

Fisher Leadership Initiative: Micro-Credential Intent Form

Working name of the micro-credential:

BUILD Leadership Assessment©

Type of micro-credential:

This micro-credential is both skill-based and a certificate of completion. Students will participate in The BUILD Assessment, which helps them identify their leadership strengths and weaknesses. Once these skills are identified, students will create a four-year goal to improve their leadership competence through curricular and co-curricular activities. They will also work on identifying personal leadership values through a series of activities and reflections.

Mode(s) of delivery for micro-credential:

This micro-credential will incorporate a hybrid learning approach.

Online, asynchronous:

- Completion of BUILD Leadership Assessment
- Completion of two, interactive learning modules

In-person, synchronous:

- Completion of a workshop that directly applies knowledge gained in the interactive learning modules to action-planning and goal-setting activities.

Anticipated first enrollment term and year:

Pilot of the experience with small cohort in March 2024 (SP'24 Semester) with full launch in Autumn 2024.

Rationale for Development:

Who is the intended audience and what value will the micro-credential bring them? Include in the description specific competencies or skills gained at completion.

The intended audience is first and second year Fisher College of Business students (undergraduates). By completing this micro-credential, students will gain a foundational understanding of their leadership strengths and weaknesses and develop an action plan to further develop their skills prior to graduation. Students can leverage this badge with employers, helping them to describe their leadership journey throughout their academic career.

Fisher Leadership Initiative: Micro-Credential Intent Form

Explain the evidence of need for the micro-credential based on market assessment and related data, including any collaboration with employers.

The National Association of Colleges and Employers (NACE) has done extensive research in the area of leadership development and has identified eight competencies that businesses would like higher education graduates to have before starting the workforce:

- Leadership
- Equity and inclusion
- Self-Awareness
- Communication
- Global fluency
- Collaboration
- Critical thinking
- Collaboration

The Leadership Initiative addresses these competencies, and more, through our BUILD Leadership Assessment experience.

Additionally, the Leadership Initiative regularly consults with Fisher College of Business' Office of Career Management. This unit's Employer Advisory Board, made up of 22 unique organizations from the greater Columbus community, has identified leadership and self-awareness as a top priority in their hiring processes. Micro-credentials that indicate the leadership competence of students is highly desirable amongst these organizations.

What other institutions (academic or otherwise) offer similar programs?

- [University Leadership Network – University of Texas](#)
- [Personal Leadership Styles – University of Wisconsin](#)
- [Excel+ – University of California Riverside](#)

Learning Outcomes

- Develop a deeper understanding of their leadership strengths and weaknesses and how they relate to their personal/professional values, experiences, identities, and relationships.
- Apply knowledge gained from BUILD modules, personal report, and workshop towards identifying a competency area of focus for personal leadership development over their academic career
- Create an action plan around their competency area of focus, including how they can utilize Fisher and Ohio State resources to assist in their growth as a leader

Fisher Leadership Initiative: Micro-Credential Intent Form

Upon completion of the micro-credential, learners will be better prepared to:

Leverage their leadership strengths and weaknesses in both their personal and professional lives. Students will also be equipped with a personal action plan to further develop their leadership skills.

Assessment Plan

Describe how the learning outcomes will be assessed.

The students will complete a Qualtrics survey that assesses students' level of leadership self-awareness, leadership identity, self-efficacy, understanding of principled leadership, and share their leadership development action plan. It also questions their experience with the assessment, videos and workshop.

Describe how the learning outcomes information will be used.

The learning outcomes information provided will help the Leadership Initiative improve the experience in the future. This data will also serve as a baseline for where students stand when they first enter the college, enabling us to also integrate a graduation assessment and comparing the individual and group changes over time.

Provide a timeline for implementing the assessment plan.

The entire micro-credential experience will occur over a 2-week period. The post-experience assessment will be distributed 24 hours after the in-person workshop experience.

Week 1: Complete the BUILD Leadership Assessment and interactive learning modules.

Week 2: Complete the in-person workshop experience and learning outcomes assessment.

Contact Information

First Name: Dylan

Last Name: Williams

Ohio State Username (name.#): williams.4591

Unit name: Leadership Initiative at Max M. Fisher College of Business

Fisher Leadership Initiative: BUILD Leadership Assessment Micro-Credential Full Proposal

Working name of the micro-credential: BUILD Leadership Assessment©

Description

This leadership development program is designed for students to earn credentials in leadership by completing a hybrid experience, including the BUILD Leadership Assessment©, online modules, and workshops.

The Fisher College undergraduates will:

- Develop a deeper understanding of their leadership skills and how they relate to their personal/professional values, experiences, identities, and relationships.
- Apply knowledge gained from the BUILD experience toward identifying a competency to develop.
- Create an action plan around their competency, including how they can utilize Fisher College of Business and Ohio State resources to assist their growth.

Type of micro-credential:

This micro-credential is both skill-based and a certificate of completion. Students will participate in the BUILD Leadership Assessment©, which helps them identify their leadership strengths and weaknesses. Once these skills are identified, students will create a four-year goal to improve their leadership competence through curricular and co-curricular activities. They will also work on identifying personal leadership values through a series of activities and reflections.

Instructor Experience in Content Area:

The instructor facilitating the workshop has a master's in student affairs and has been working at the Leadership Initiative for over a year, delivering and designing leadership development materials. The instructional designer, who built the videos and helped with the workshop design, has a degree in education and a second degree in psychology and has been working at the Leadership Initiative for six years, delivering and designing leadership development materials.

Earning Criteria

Students will be required to take the BUILD Leadership Assessment©, a competency-based assessment that identifies leadership strengths and weaknesses amongst 18 unique competencies. Once they complete the assessment, they will engage in two interactive learning videos: One explaining their assessment results and one that helps clarify the important leadership values that guide each student. Finally, students will participate in an application workshop where they will create an action plan to further develop their leadership skills throughout their time at Fisher.

Fisher Leadership Initiative: BUILD Leadership Assessment Micro-Credential Full Proposal

Skills

By completing this micro-credential, students will gain a foundation understanding of their leadership strengths and weaknesses (self-awareness) and develop an action plan to expand their skills further prior to graduation. According to the National Association of Colleges and Employers, this training will allow students to enter the workforce with leadership skills the industry is asking for.

Meta-Data Conventions

Taxonomy: #Competency –For Leadership Development

Issuer: Leadership Initiative at Max M. Fisher College of Business

Description: (See above for description)

Learning Outcomes: (See description above for learning outcomes)

Language: English

Delivery Mode: Blended Learning – Start with the Build Assessment, interact with online interactive videos, listen to podcasts, and review a job aid to learn and retain content. Then apply and reflect on content in a workshop.

Start and End Date of Delivery: Mid-March the students will take the BUILD Assessment and will complete the credential two weeks later when the students participate in the workshop.

Learner Effort: BUILD Assessment (45 minutes), BUILD Report Video (30 minutes), Value Clarification Video (30 minutes), Workshop (90 minutes)

Resources Needed: Devices to interact with videos, time to participate in workshop

Cost: No cost to students

Assessment Type: The BUILD Leadership Assessment© utilizes a Likert scale. The reflection and goal setting activities are free writing entries.

Industry Alignment: Leadership Development

Fisher Leadership Initiative: BUILD Leadership Assessment

Micro-Credential Full Proposal

Micro-Credential aligns with NACE skills: The National Association of Colleges and Employers (NACE) has done extensive research in the area of leadership development and has identified eight competencies that businesses would like higher education graduates to have before starting the workforce:

- Leadership
- Equity and inclusion
- Self-Awareness
- Communication
- Global fluency
- Collaboration
- Critical thinking
- Collaboration

The Leadership Initiative addresses these competencies, and more, through our BUILD Leadership Assessment© experience.

Professional Standards: We are in the process of surveying a variety of organizations to determine their thoughts about students going through a leadership development program before graduation. They have expressed:

- It is important to have some type of leadership skill training in college.
- Students who complete a leadership development program in college are seen as more desirable candidates during hiring.
- 73% of organizations state that students are not graduating college with adequate leadership skills.

AAC&U Standards: They believe that the essential learning outcome for any program is that the knowledge and skills gained from a liberal education will provide a framework to guide students' cumulative progress. This micro-credential does just that. It provides them with a guide to learn about their values and leaderships skills and helps them develop a pathway to becoming a principled leader.

Expiration Date: There is no expiration date for developing leadership skills. We do express the importance that leadership development should be a lifelong continuation of growth.

Fisher Leadership Initiative: BUILD Leadership Assessment Micro-Credential Full Proposal

Level of Learning: This particular micro-credential is considered at the novice level. However, it is a start to the higher levels of leadership development.

Eligibility: To start, this micro-credential will only be available for undergraduates enrolled at Max M. Fisher college of Business. However, we plan to eventually expand the opportunity to all undergraduates at Ohio State.

Delivery Method: (Sees “Delivery Method” under Meta Data)

Support and Cost: Other than the content design, the use of Canvas Credentials, and the time to enroll and deliver workshops there is no additional cost.

- Content Design: 40 hours
- Enrolling students: 5 hours
- Delivery of workshop: 2 hours