Dear Elliot:

Attached please find a proposal for the creation of a dual MPA/MBA degree at Ohio State. It is similar in spirit and structure to Fisher’s other dual degree programs, bearing the most resemblance to the structure of the MHA/MBA dual degree.

The proposal has been approved by the appropriate faculty committees at the Glenn School and the Fisher College of Business. We are sending it on to seek approval from the Graduate School. Please let us know what appropriate next steps might be. We are very excited about offering this opportunity to prospective students.

Kind Regards,

Trevor Brown, Glenn School
Robert Greenbaum, Glenn School
Ryan Meadows, Glenn School
Charles Wise, Glenn School
Steve Mangum, Fisher College of Business
David Smith, Fisher College of Business
Karen Wruck, Fisher College of Business
Proposal to Create a Dual Degree
M.P.A. and M.B.A. at The Ohio State University

Introduction
The John Glenn School of Public Affairs (Glenn School) and the Fisher College of Business at The Ohio State University propose to create a dual Master of Public Administration and Master of Business Administration degree program. Students accepted into and completing this program would earn each of the two degrees, leaving Ohio State with both an M.P.A. and an M.B.A. degree.

The proposed dual degree promotes the interests of both programs and serves the overall mission of the University. For the Glenn School, the proposed dual degree will:

- Add to our ability to prepare students for careers in management and finance within nonprofit and public sector organizations without a significant increase in resources (e.g. new faculty) and courses;
- Contribute to fulfilling the School’s objective of serving as a hub for multidisciplinary teaching and research; and
- Increase the attractiveness of the School’s degree programs to a new student market.

For the Fisher College of Business, the proposed dual degree will:

- Add to our ability to prepare students for careers in business within nonprofit and public sector organizations without a significant increase in resources (e.g. new faculty) and courses;
- Help to maintain the MBA program as one of the top programs in the country and increase the attractiveness of the degree program to a new student population; and
- Contribute to the University and College’s objective of fostering interdisciplinary curricular options and research.

For The Ohio State University, the degree will:

- Contribute to the University’s desire to foster interdisciplinary curricular options;
- Strengthen two academic units by expanding the capacity for each without adding additional resources; and
- Enhance curricular offerings for graduate students throughout the University.
Dual Degree Structure and Requirements

Students must apply and be admitted to both the M.B.A. program and the M.P.A program in order to participate in the dual degree program outlined here. More specifically, although admission to the dual degree does not require simultaneous applications to both programs, students must meet the minimum admission requirements of each program and be accepted by each program’s Admission Committee to pursue the dual degree. Students applying to the MBA program are required to take the GMAT exam and submit the score as part of their application. The MPA program accepts either the GMAT or the GRE from applicants.

Our Master of Business Administration looks for well-rounded students from a variety of backgrounds, with diverse and stimulating business and leadership experiences. We carefully review academic credentials, essays, resumes, references and interview notes to select individuals who are a great fit for our program. In evaluation of applicants we consider four main areas: i) accomplishments to date, ii) leadership potential, iii) smarts, savvy and teamwork, and iv) personal qualities and characteristics.

For the Master of Public Administration program, applicants are admitted based upon strong academic preparation and a commitment to public service. We carefully review academic credentials, resumes, personal statements, and letters of recommendation. While not required for admittance, undergraduate courses in American government, microeconomics, and statistics are strongly recommended as partial evidence of academic preparation.

Upon matriculation into the dual degree program, students have 3 years to complete the program. A student may petition to extend the time to complete the program should circumstances arise that make completion of the degree in 3 years infeasible.

The dual degree combines elements of each program’s curriculum. The MBA degree requires 98 credit hours when taken individually; 40 credit hours are required core courses, while the rest are electives. Students may choose to complete a major in the MBA program, but are not required to do so. The MPA degree requires a total of 83 credit hours, with 63 of those credit hours taken as required core courses.

The dual MBA/MPA degree requires a total of 140 credit hours for completion. Of the required 140 credit hours, 50 must be taken at the Fisher College of Business and 50 must be taken at the Glenn School. 85 credit hours will be dedicated to core courses, as detailed below. The remaining 55 credit hours are elective courses. Elective courses can be selected from the full set of MBA elective course offerings at Fisher and/or elective course offerings at Glenn. Students may also choose to take electives in other graduate units on campus. To take elective courses in other units, students must obtain prior approval from
the Graduate Studies Committee Chair in the Glenn School or Program/Faculty Advisor in
the Fisher College. Upon matriculation, students will select one unit or the other to serve
as their primary advising unit. They can choose to switch their primary advising unit
during the program based on career interest, and are free to set up advising appointments
in their non-primary unit as necessary. The primary advising unit will work with students
on curriculum planning and approve electives taken outside of Fisher or Glenn, if any.

**Required Courses**
Dual MBA/MPA students are required to take 85 credit hours of core courses from the two
departments.

**REQUIRED CORE TO BE TAKEN AT FISHER (24 credit hours)**

- MBA 800: Financial Accounting and Reporting (4)
- MBA 801: Cost Accounting (2)
- MBA 810: Financial Management I (4)
- MBA 825: Enhancing Professional Interchange (2)
- MBA 840: Marketing Management (4)
- MBA 850: Operations Management (4)
- MBA 820: Business in the Global Macroeconomy (4)

**REQUIRED CORE TO BE TAKEN AT GLENN (41 credit hours)**

- PUB AFRS 801 Public Policy Formulation and Implementation (5)
- PUB AFRS 802 Legal Environment of Public Organizations (4)
- PUB AFRS 804 Public and Non-Profit Program Evaluation (4)
- PUB AFRS 810 Managing Public Organizations (4)
- PUB AFRS 730 Public Finance (5)
- PUB AFRS 834 Public Budgeting (4)
- PUB AFRS 821 Governmental Information Systems Administration (4)
- PUB AFRS 822 Multivariate Data Analysis for Public Policy and Management (4)
- PUB AFRS 808 Policy Problem Seminar I (5)
- PUB AFRS 809 Policy Problem Seminar II (4)

**COMMON “FLEX” CORE REQUIREMENTS (20 credit hours)**

- PUB AFRS 811 Leadership and Human Resources in Public Organizations (4) OR
  MBA 860 Organizational Behavior and Teamwork (4)
- PUB AFRS 812 Strategy for Public Organizations (4) OR
  MBA 980 Strategy Formulation and Implementation
- PUB AFRS 830 Economics of Public and Nonprofit Management (4) OR
  MBA 812 Managerial Economics (4)
PUB AFRS 820 Data Analysis for Public Policy and Management (4) OR MBA 870 Data Analysis for Managers

PUB AFRS 852 Governmental and Nonprofit Accounting (4) OR AMIS 852

Students must take a minimum of one course from each of the five pairs listed above. In some special cases, both courses from a pair may be taken with permission of the Graduate Studies Committee Chair in the Glenn School and the Program/Faculty Advisor in the Fisher College.

**Elective Coursework**

Students must take a minimum of 55 credit hours of elective coursework. Elective courses can be selected from the full set of MBA elective course offerings at Fisher and/or elective course offerings at Glenn. Students may also choose to take electives in other graduate units on campus.

Each student’s elective program of study must receive approval from their primary advising unit (the Graduate Studies Committee Chair if the Glenn School or Program/Faculty Advisor if the Fisher College). Joint degree students can choose to complete an MBA major as part of their elective curriculum, but are not required to do so. MBA majors are typically comprised of 5 to 6 elective courses, and include a “make your own major” option. They can also choose to complete an elective course track at Glenn.

Popular MBA majors include corporate finance, investment management, marketing management, strategy, international business, operations and logistics. The program also offers many elective tracks including real estate, leadership and entrepreneurship.

Popular elective course tracks within the Glenn School include nonprofit management, environmental policy, public management, and business/government relations, and economic development.
Sample Schedule
While experience will vary by student, the average student could complete the dual degree program in three years. The table below provides a sample schedule.

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<th>Winter</th>
<th>Spring</th>
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<td>MBA 800 (4)</td>
<td>MBA 812 (4)</td>
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<td>MBA 810 (4)</td>
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<td>MBA 850 (4)</td>
<td>MBA 850 (4)</td>
<td>MBA 980 (4)</td>
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<td>PUB AFRS 730 (5)</td>
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<td><strong>TOTAL = 17</strong></td>
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<tr>
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<td>PUB AFRS 809 (4)</td>
<td>ELECTIVES (12)</td>
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<td></td>
<td>ELECTIVES (5)</td>
<td>PUB AFRS 852 (4)</td>
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<td><strong>TOTAL = 16</strong></td>
<td><strong>TOTAL = 12</strong></td>
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</tr>
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</table>
For MPA/MBA—Comments on the initial draft of the proposal sent to Steve Mangum

Hi Steve,

I read this over the weekend and asked Tim to take a look at it this morning since he oversees these programs as they reach the graduation stage and need to be monitored and verified.

We both think it is in fine shape—well articulated and pretty much ready to go—it clearly meets any requirements that we have for such dual degree programs.

Two points—

1. There should be some mention/recognition in the proposal of the need/timing/process through which the dual degree forms are submitted to the Graduate School for each student going through the program.

2. We’re pretty sure that we’re on the same page here—but there are a couple of instances in the proposal where it almost seems like you are truly talking about a “combined” degree—that is, a student would receive one degree—the MBA/MPA as you note it in the proposal. We think you are aware of this—but want to make sure that you recognize that these students would actually be awarded two degrees when they finish the program—an MBA and an MPA.

So, when it is ready to come forward, we’ll run it through our Curriculum Committee and then on to CAA. This is purely an internal process. We’re pretty much shut down until the fall on our part of the curriculum process—but I’m not averse to cluing our group together if/when we have a sufficient agenda or enough time sensitive matters to address...

Hope this helps...

Best,

elliot

Elliot:
We have been carrying on a conversation with the Glenn Institute about the possibility of a combined/dual degree program (an MBA-MPA). The product of our conversations thus far is reflected in the attached document. Please, when you have time, take a look and/or share it with any one you deem appropriate. I would appreciate hearing your reactions to the proposal and to any aspects needing additional attention. Please also remind me of the next steps in the process once we have approval from the two units.

Thanks.

Steve
From: Elliot Slotnick  
Sent: Thursday, September 24, 2009 10:55 AM  
To: ‘Karen Hopper Wruck’  
Cc: Dena Myers; Theresa Early; ‘Slotnick.1@osu.edu’  
Subject: RE: Proposal for Dual Degree-MPA/MBA

Hi Karen,

Good timing, Karen. I’ve run it through our Curriculum Committee with no major concerns so we’ll have it approved at our full Graduate Council meeting on Monday. But there are a couple of things we’d like addressed that won’t slow it up here—but should be accomplished before I send it on to Randy Smith for the CAA stage next week. Specifically:

1. Please document with an example or two of what the double counted courses might look like
2. On the bottom of p. 3 you indicate that these double counted courses “must be approved in advance by the Graduate Studies Chair or Program/Faculty Advisor.” Please clarify. Do you mean BOTH GSC Chairs (that would seem to be the case since we’re focusing on double counting here) Yet you also refer to the Program/Faculty Advisor. Will there be one such designated person? Could he/she really grant such approvals since they will be from one program or the other? Again, please revise those sentences for clarification purposes.
3. Same references to GSCChair(?) and Program/Faculty Advisor appears at two places on p. 5. Please alter/clarify as appropriate.

Again, Karen, this won’t delay our gaining internal approval on this on Monday (though if the “fix” can be accomplished before then, I’ll work with the clean revised copy)—but I do, for sure, want the altered version before I send on to Randy…

Best,

elliot

From: Karen Hopper Wruck [mailto:wruck_1@fisher.osu.edu]  
Sent: Thursday, September 24, 2009 9:21 AM  
To: Elliot Slotnick  
Subject: Fwd: Proposal for Dual Degree-MPA/MBA

Any news on the below?

Thanks so much,

Karen
Begin forwarded message:

From: Elliot Slotnick <slotnick.1@gradsch.ohio-state.edu>
Date: August 14, 2009 10:11:07 AM EDT
To: "Wruck, Karen" <wruck_1@fisher.osu.edu>
Cc: "myers.663@osu.edu" <myers.663@osu.edu>, "slotnick.1@osu.edu" <slotnick.1@osu.edu>
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Hi Karen,
I think the first one may be in here somewhere--but I'm away 'til Tuesday w/limited e-mail ability. We'll forward to Dena for CC next week...
Th,
e

Sent from my Windows Mobile® phone.

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From: Karen Hopper Wruck <wruck_1@fisher.osu.edu>
Sent: Friday, August 14, 2009 8:55 AM
To: Elliot Slotnick <slotnick.1@gradsch.ohio-state.edu>
Cc: Trevor Brown <brown.2296@osu.edu>, Charles Wise <wise.983@osu.edu>, Ryan Meadows <meadows.76@osu.edu>, Robert Greenbaum <greenbaum.3@osu.edu>, Stephen Mangum <mangum_1@fisher.osu.edu>, David Smith <smith_3583@fisher.osu.edu>, Karen Wruck <wruck_1@fisher.osu.edu>
Subject: Fwd: Proposal for Dual Degree-MPA/MBA

Hi Elliot:

Just wanted to follow up and make sure you had received this email. I know it's a slow time of year, with many on vacation, but sometimes my emails end up in people's junk mail, so wanted to make sure this was not one of those.

Best,

Karen

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On Sep 24, 2009, at 2:04 PM, Elliot Slotnick wrote:

Careful about that hopping...I already know too many folks coming down with the flu, shingles and God knows what else!

From: Karen Hopper Wruck [mailto:wruck_1@fisher.osu.edu]
Sent: Thursday, September 24, 2009 12:48 PM
To: Elliot Slotnick
Cc: Dena Myers; Theresa Early; Elliot Slotnick
Subject: Re: Proposal for Dual Degree-MPA/MBA

I shall hop right to it, and be back with you. Thanks so much.
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****************************
Elliot:

Trevor and I have gone over the questions and revised our document accordingly. I think we were not clear about the advising arrangement or the elective structure, so we've tried to clarify that language. Let me know if it remains unclear. New document is attached.

The idea is that students are free to choose 55 hours of electives from Glenn or Fisher. They can also take courses outside these units (e.g., students interested in Sustainability might want to take a relevant course in city and regional planning, geology or AG). In terms of advising, we envision that one or the other unit will serve as the primary advising unit, based on the student's career interests. The primary advising unit will approve the elective curriculum. I've tanked the language on "counting toward both degrees" as it confuses rather than informs. Glenn and Fisher agree that graduate courses at both units will count toward one and others' degrees in this context. We expect students to take a mix of electives, but they may lean heavily toward one unit or another in some cases, and that's fine with us. The core structure addresses sufficient credit hours at each unit.

Karen
Graduate Council Members Present:
Ana Azevedo, Teresa Early, Hazel Morrow-Jones, Robert Perry, Ruth Peterson, James Phelan, John Sheridan, Harald Vaessin, Ingrid Werner, Danelle Wilbraham (representing Brian Gay)

Graduate School Staff Present: Doug Brownfield, Patrick Osmer, Ann Salimbene, Susan Reeser (recorder)

A. Approval of Minutes
• The minutes from the June 1, 2009, Graduate Council meeting were approved as submitted.

B. Announcements – Dean Pat Osmer
1. Dean Osmer explained the role of the Graduate Council members indicating that they are the Graduate School’s advisors on graduate education issues. Graduate Council is charged with the responsibility to help strengthen graduate education, clarify and streamline Graduate School guidelines and policies, and has final approval of curricular changes prior to review by the Council on Academic Affairs. Dean Osmer said that Council members are welcome to recommend agenda items for the meetings.

2. Dean Osmer shared new initiative ideas for 2009-2010 to Council including the need to increase the number of master’s degree programs, strengthen international collaborative programs, tracking electronic learning at the Master’s level, semester conversion, enhance visibility through strategic communications, and to simplify rules and procedures. Dean Osmer encouraged members to send him other ideas or proposals.

3. Dean Osmer reported on the initiatives undertaken by Graduate Council during 2008-2009 such as: mandatory electronic submission of Master’s theses, changing the minimum Ph.D. credit hour requirement from 135 to 120, streamlining the guidelines for formatting dissertations and theses, revised the policy on the investigation of allegations of research misconduct, revised the doctoral residency requirements, clarified candidacy and the candidacy examination definitions, one year update of the doctoral program review, relaxed the residency requirements for the presidential fellowship recipients, and instituted the College allocation for the Graduate School’s University Fellowship competition.

4. The final reports of the Task Forces on the Life Sciences and the Environmental Sciences have been submitted to Provost Alutto. Dean Osmer and Dr. Joan Leitzel will meet with Provost Alutto to discuss implementation plans and next steps.

5. The Graduate School will hold its quarterly meeting for department and graduate studies chairs on Tuesday, October 27, at the Blackwell from 3:00-4:30 p.m. Graduate Council members are most welcome to attend.

C. Election of Chair
• Council members approved Professor Jim Phelan continuing as the chair of Graduate Council for 2009-2010. Dean Osmer thanked Professor Phelan for his service as chair last year and for his willingness to continue in this role.
D. New Business

1. Post-candidacy status for AuD students

The Department of Speech and Hearing Science is requesting modifications to the 3 credit hour, full-time status post-candidacy rule for the Doctor of Audiology (AuD) the professional doctoral degree program. Audiology justified the request stating that students in the AuD program currently spend their fourth and final year of study working on a one-year professional externship but are still required to carry 9 credit hours per quarter to maintain full-time enrollment even though they aren’t on campus. 3 credit hours more accurately reflects the amount of university resources used on these students.

- Council members approved the proposal for the AuD program. However, post-candidacy credit hours for other professional degrees e.g., the Doctor of Nursing Practitioner (DNP) or Doctor of Physical Therapy (D.PT) will be reviewed after petition on a case by case basis.

2. Summer Research Opportunities Program (SROP) Fellowship set-aside

Dean Osmer explained a proposal by Cyndi Freeman, director for Graduate Student Recruitment and Diversity Initiatives in the Graduate School, to set aside 15 University Fellowships for students who have successfully completed the Summer Research Opportunities Program (SROP) at Ohio State in an effort to make early recruitment offers to highly qualified prospective students. SROP is a CIC-sponsored program that provides largely underrepresented undergraduates with an intensive, faculty-mentored summer research experience with the end goal of being to successfully recruit them into graduate programs. The Graduate School proposes to make competitive four-year offers to SROP students when they are admitted to a program. The offers would include Graduate School funding during the first or second year and dissertation year funding. Graduate programs would be required to provide funding during the intervening years.

- Council members asked that the Graduate School prepare a written proposal for review at the next meeting. Cyndi Freeman will also join in the discussion and provide further detail.

3. Semester Conversion

Dean Osmer reported that Associate Dean Elliot Slotnick is the Graduate School’s representative on the university’s semester hour conversion committee. Council members indicated that while some of their programs had begun making plans for the conversion to semesters others were taking it slow and waiting for direction before beginning.

Council members identified several policy issues that will be affected with the transition, such as, e.g., curriculum conversions, graduate associate teaching appointments, rules for residency, number of credit hours for the Master’s and Ph.D. degrees, and the number of credit hours for post-candidacy students.

Council members felt that the Graduate School must take the lead in setting up a template of functions that will need to be changed in preparation for the proposed 2012 conversion date. Dean Osmer asked Council members to send him a list of topics that will be
affected by the calendar conversion. The Graduate School will prepare a general listing for discussion at the next meeting.

4. **Proposal to amend the definition of a dual degree graduate student**

   Ann explained the rationale for wanting to simplify and clarify the current dual degree policy, which indicates that the dual degree program applies to students pursuing two master’s degrees simultaneously. The new policy will include the simultaneous pursuit of another master’s degree, a Ph.D., or a professional doctorate degree in a second program.

   ➢ Council members approved the proposal.

E. **Graduate Council Curriculum Committee Reports and Actions**

   – Theresa Early, Liaison

   1. Proposal to create a new Graduate Interdisciplinary Specialization in Analysis of Material Culture
   2. Proposal to create a new Graduate Interdisciplinary Specialization in Medieval and Renaissance Studies
   3. Proposal to create a dual Master of Public Administration and Master of Business Administration (MPA/MBA) degree program
   4. Proposal to add new courses in Fisheries and Wildlife Sciences in the Environment and Natural Resources Graduate Program
   5. Proposal to add new courses in Forest Science
   6. Proposal to rename three of the four specialization tracks in Geography

   ➢ Professor Early explained the Curriculum Committee review and vetting process and reported that each of the proposals above had been approved by the committee. The proposals were approved by Graduate Council and will be forwarded to the Council on Academic Affairs for further processing.

F. **Other**

   - Graduate School IT staff member Doug Brownfield explained the log-in process and operation of the SharePoint site that’s been set up for Graduate Council members to view meeting materials, announcements, and conduct discussion groups. Graduate Council minutes will also be posted to the Graduate School’s website for review by anyone.
   - The next Graduate Council meeting will be held on Monday, October 19, from 3:30-5:00 p.m. in 226 UH.

The meeting was adjourned at 4:59 p.m.