Fiscal Unit/Academic Org	History - D0557
Administering College/Academic Group	Arts and Sciences
Co-adminstering College/Academic Group	Arts and Sciences
Semester Conversion Designation	New Program/Plan
Proposed Program/Plan Name	Leadership
Type of Program/Plan	Undergraduate bachelors degree program or major
Program/Plan Code Abbreviation	LDRSHP
Proposed Degree Title	Leadership

Credit Hour Explanation

Program credit hour requirements		A) Number of credit hours in current program (Quarter credit hours)	B) Calculated result for 2/3rds of current (Semester credit hours)	C) Number of credit hours required for proposed program (Semester credit hours)	D) Change in credit hours
Total minimum credit hours required for completion of program				33	
Required credit hours offered by the unit	Minimum			3	
	Maximum			12	
Required credit hours offered outside of the unit	Minimum			18	
	Maximum			27	
Required prerequisite credit hours not included above	Minimum			0	
	Maximum			0	

Program Learning Goals

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

Program Learning Goals
- Students examine historical and contemporary paradigms of leadership and analyze them according to the theories and principles of modern leadership studies.
- Students analyze and critique historical and contemporary leadership scenarios based on ethical principles reflecting diverse cultural perspectives.
- Students analyze and critique the roles leaders and leadership play in hindering or advancing social justice.
- Students apply a range of leadership tools, tactics, and styles in an ethical, equitable, and efficacious manner.
- Students meaningfully engage with principle themes and ideas of the student's chosen specialization and forge connections that integrate leadership studies within the context of their field.

Assessment

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

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

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

Status: PENDING

PROGRAM REQUEST
Leadership

Last Updated: Vankeerbergen,Bernadette
Chantal
11/08/2023

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

Classroom assignments

- Embedded testing (i.e. specific questions in homework or exams that allow faculty to assess students' attainments of a specific learning goal)

- Other classroom assessment methods (e.g., writing assignments, oral presentations, oral exams)

Evaluation of a body of work produced by the student

- Capstone course reports, papers, or presentations

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

Surveys and Interviews

- Student survey

- Alumni survey

- Student evaluation of instruction

- Student interviews or focus groups

Additional types of indirect evidence

- Curriculum or syllabus review

- Grade review

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

- Meet with students directly to discuss their performance

- Analyze and discuss trends with the unit's faculty

- Analyze and report to college/school

- Make improvements in curricular requirements (e.g., add, subtract courses)

- Make improvements in course content

- Make improvements in course delivery and learning activities within courses

- Periodically confirm that current curriculum and courses are facilitating student attainment of program goals

- Benchmark against best programs in the field

Program Specializations/Sub-Plans

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

Pre-Major

Does this Program have a Pre-Major? No

Attachments

- Leadership Cover Letter 10.30.2023.pdf: Leadership Cover Letter

  (Other Supporting Documentation. Owner: Getson,Jennifer L.)

- FINAL Leadership Proposal V2 (all docs) 11.07.2023.pdf: Leadership Proposal

  (Program Proposal. Owner: Getson,Jennifer L.)

PROGRAM REQUEST
Leadership

Comments

- I have made some minor corrections to the Proposal and uploaded the most recent version. *(by Getson,Jennifer L. on 11/08/2023 12:20 PM)*

- Returning for administrative error correction. RLS *(by Steele,Rachel Lea on 11/08/2023 12:02 PM)*

- Please see feedback email sent 10-20-2023. *(by Neff,Jennifer on 10/20/2023 12:55 PM)*

Workflow Information

Status	User(s)	Date/Time	Step
Submitted	Getson,Jennifer L.	09/12/2023 12:30 PM	Submitted for Approval
Approved	Soland,Birgitte	09/12/2023 05:33 PM	Unit Approval
Approved	Vankeerbergen,Bernadette Chantal	09/20/2023 05:17 PM	College Approval
Revision Requested	Neff,Jennifer	10/20/2023 12:56 PM	ASCCAO Approval
Submitted	Getson,Jennifer L.	10/30/2023 11:06 AM	Submitted for Approval
Approved	Soland,Birgitte	10/30/2023 11:07 AM	Unit Approval
Approved	Vankeerbergen,Bernadette Chantal	11/01/2023 11:06 AM	College Approval
Revision Requested	Steele,Rachel Lea	11/08/2023 12:02 PM	ASCCAO Approval
Submitted	Getson,Jennifer L.	11/08/2023 12:20 PM	Submitted for Approval
Approved	Soland,Birgitte	11/08/2023 01:06 PM	Unit Approval
Approved	Vankeerbergen,Bernadette Chantal	11/08/2023 03:03 PM	College Approval
Pending Approval	Jenkins,Mary Ellen Bigler Hanlin,Deborah Kay Hilty,Michael Neff,Jennifer Vankeerbergen,Bernadette Chantal Steele,Rachel Lea	11/08/2023 03:03 PM	ASCCAO Approval

College of Arts and Sciences

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THE OHIO STATE UNIVERSITY

October 30, 2023

We would like to thank the Subcommittee for their thoughtful suggestions for the Leadership Major Proposal. Below we have listed the Subcommittee's feedback, along with short descriptions of how we have revised the proposal.

A. Comment
The Subcommittee would like to commend the ASC Leadership Major Steering Committee for their work on the proposal and is excited to see curricular development in the Arts and Sciences in this arena.

B. Contingency
The Subcommittee requests that the department de-emphasize the double major throughout the proposal. While the Subcommittee appreciates the flexibility of the program and recognizes that double majoring could be beneficial to students, such a strong emphasis on this undermines the program by suggesting that it cannot stand on its own. The Subcommittee asks that the Steering Committee provide more information on how students will be prepared for careers and/or graduate school upon completion of this program alone, giving special attention to named career fields such as science, technology, and the arts that may require specialized knowledge in the field.

- We have removed references to the double major and added language to address the issue above (page 4).
- We have recategorized the skills courses to fall directly under the specialization, as to make clear that the skills courses are also a part of the specialization category (page 3, 15-16).

C. Contingency
The Subcommittee requests that the Steering Committee elaborate more on the cohesion of students' paths within the major given the broad scope of the program. The Subcommittee again appreciates the vast appeal this program will have but has the following questions regarding how students will articulate the value of their studies:
*i.	With so many specializations to choose from, such a huge variety of courses in the Specializations and Skills, and some choice in the Core, how will students in the major have a common experience and a full command of the key concepts and skills of leadership studies?*
*ii.	How will students keep a focus on leadership skills while navigating the wide variety of Specializations and Skills courses before they get to the capstone course?*

iii.   How will students be guided through the process of choosing courses to create a cohesive program of study?

- We have added a Portfolio component to the major requirements, which responds to the Subcommittee's questions above and makes a valuable contribution to the major more generally (page 3-4. 14-15). The portfolio will:
  - o Enable students to curate a cohesive personal curriculum as they plan for their future careers;
  - o Better position students to plan for a common experience and focus on leadership as they work through the various components of the major;
  - o Integrate experiential learning with coursework experiences;
  - o Create opportunities to develop essential skills, such as writing, critical thinking, and self-reflection;
  - o Generate a cohesive reflection of students' individual coursework as they move into the professional and/or post-graduate world.

D. Contingency

The Subcommittee asks that the department modify the advising sheet (proposal Appendix 2) concerning counting Leadership major courses toward another major program. The Subcommittee strongly recommends that the advising sheet refer students to their academic advisor regarding crossing courses between majors. However, should the Steering Committee feel strongly about stating the possibility of crossing courses between majors on the advising sheet, the Subcommittee asks that the advising sheet at least acknowledge that cross-counting courses requires the approval of both departments.

- We have added language to the advising sheet indicating that cross-counting courses requires the approval of both departments.

E. Contingency

e.   Contingency: The Subcommittee asks that the sample four-year plan (Appendix III) be revised with the following corrections:

i.   The four-year plan should not overlap with another program, but should demonstrate progression through courses in the major, General Education, and electives coursework of students enrolled in the leadership program alone. Therefore, references to the History major should be removed.

ii.   The plan is missing the required First Year Survey course, Arts and Sciences 1100.xx, which must be taken in students' first semester.

iii.   The GEN Launch Seminar is recommended to be taken in students' second semester unless requirements in the major prohibit them from doing so.

iv.   Ideally, students should take the Reflections seminar in AU4 or SP3 rather than in their last semester.

v.   Introductory World Language courses [1101-1103] (AU1, SP1, AU2) are four credit hours and should be described that way in the plan. The four-year plan includes a 4th course, but there is no 4th World Language course in the GEN (or GEL). Additionally, these courses should preferably be labeled as World Language College Requirements as technically they are not part of the General Education program at the university.

vi.   The Embedded Literacies (Advanced Writing, Data Analysis, and Technology) are not part of the General Education and should not be labeled as such (SP1, SP4).
vii.   Since the Subcommittee is requesting that the sample four-year plan reflect the path of a student with only one major, no GEN Foundations courses can be crossed with the major.

- We have made these changes to the sample four-year plan.

F. Contingency

The Subcommittee asks that the Steering Committee reconsider and/or reconfigure the co-curricular option for completing the "Skills" section of the major in one of two ways. The Subcommittee strongly suggests that instead of an ungraded Option B a new ASC experiential learning course be created to avoid some of the issues listed below and provide enhanced structure:
1.   It is clear that the Steering Committee anticipates that many students in the program will double major. Given this, a student could potentially complete a service learning or internship course for credit towards another major and then could also count this toward the non-credit hour requirement for the Leadership major. The Subcommittee is concerned that this would allow students to cross an additional course/requirement between programs, which could potentially violate university rules on the matter.
2.   The Subcommittee commends the Steering Committee for its strong value of experiential learning but is uncertain that all listed options will provide an equal experience. The Subcommittee asks how experiential learning will be verified and completed to a universal standard. Will the Steering Committee include a reflection or self-report?

- We are replacing option B with the addition of a new ASC Leadership Experiential Learning course (ASC 3192), which students can take for their co-curricular option (page 3).
- The Portfolio will include a section for the Experiential Learning course, which will create more opportunities for reflection, as well as link experiential learning with the major's goals and the student's experience as a whole (page 4).

G. Recommendation

The Subcommittee recommends that the Steering Committee re-organize the layout of the Advising Sheet (Appendix II). Specifically, they encourage the Steering Committee to combine the sections that are currently listed in the "Skills" section and the "Specialization" section into one "Specialization" section with two subsections labeled "Skills Courses" and "Content Courses" or something similar. The Subcommittee is concerned that its current layout suggests a certain order to the courses and does not demonstrate that Skills courses correspond with the Specialization courses in the next column.

- We have re-organized the structure of the Curriculum to make both the skills and content courses fall under the Thematic Specializations, and to make the connection between them more obvious. The advising sheet has been modified to reflect this change.

H. Comment

The Subcommittee finds the assessment plan to be well considered and thoroughly explained, but offers the friendly advice to, moving forward, consider staffing and the necessary faculty time commitments for implementation given the Steering Committee's high enrollment projections.

- We have noted in the proposal our intention to add more staff as the program grows (page 17).
- We also anticipate that the addition of a student portfolio will make the assessment process more organized and efficient.

I. Contingency
The Subcommittee asks that the Steering Committee provide specific information about the planned for (or, when applicable, current) frequency of core course offerings.

- We have added language about offering frequency to the proposal. Departments plan to offer core courses at least once a year, and then will increase frequency in response to the growth of the major (page 2).

J. Contingency
The Subcommittee asks that the Steering Committee remove all 1000-level courses listed throughout the major program course options as 1000-level courses cannot count towards a major.

- We have removed all 1000-level courses from the curriculum.

K. Contingency
The Subcommittee asks that the Steering Committee alter their plan for allowing a student to use up to 9 credit hours from the Hospitality and Retail Leadership Certificate in their ASC Leadership major (pg. 5 of the proposal). As of right now, the HRLC certificate only allows for 50% of the 12 required credit hours to overlap with any other major, minor or certificate, so students who complete both programs could only overlap 6 credit hours.

- We have altered this to 6 credit hours (page 6).

L. Contingency
The Subcommittee asks that the Steering Committee correct the title for CSFRST/CSHSPMG 3910 to "Customer Experience Management" (proposal pg. 4).

- We have made this change (page 6).

M. Recommendation
The Subcommittee recommends that the Steering Committee include a Communication course in the "Core" Section of the major rather than in the "Skills" Section, as this seems to be an essential area of study for leadership. Moving this requirement to the core could also help to provide a more consistent and cohesive program addressed in item "c" above.

- We agree with the Subcommittee that Communication courses provide an essential area of study for Leadership majors, but we find it necessary to keep the Communication courses in the Skills section. We have therefore added a requirement that all majors must take at least one of the Communication Skills courses (page 3).
- We have also added language about the importance of Communication skills (page 2).

N. Recommendation
The Subcommittee recommends that the Steering Committee remove the reference to "good standing" (proposal pg. 14) and instead state that the major program is open to all students at Ohio State if there are no GPA requirements or admittance criteria.

- We have removed this language from the proposal (page 16).

Arts & Sciences Leadership Major

Letter from the Program-offering Unit

September 12, 2023

Dear Colleagues,

It is my sincere pleasure to submit the attached proposal for a new interdisciplinary **Arts and Sciences major in Leadership**. I have developed this proposal in collaboration with the ASC Leadership Major Steering Committee, which includes Associate Professor Robin Judd (History), Professor and Associate Dean Andrew Martin (Sociology), Professor Eric MacGilvray (Political Science), and Associate Professor Piers Turner (Philosophy). My colleagues and I have shared this proposal with every ASC unit as well as several other colleges and units. This final version of our proposal incorporates the helpful responses and suggestions that we have received.

Yours sincerely,

Dr. Scott Levi, Professor and Chair
levi.18@osu.edu

Proposal

<center>**Bachelor of Arts in Leadership**</center>

Required Information

Name of proposed major: Leadership
Major type: Bachelor of Arts
Delivery: In person
Proposed implementation date: Spring 2024
Academic units responsible for administering the major: History (ASC)

1. Rationale

Disciplina in Civitatem, or Education for Citizenship, is the motto of The Ohio State University and is the principle that drives this proposal for a new and distinctive College of Arts and Sciences (ASC) **interdisciplinary liberal arts major in Leadership**. Now and in the future, our communities require excellent leaders in every area. With 38 departments and nearly 900 tenured and tenure-track faculty, OSU boasts one of the largest College of Arts and Sciences in the country. We aim to leverage our size, quality of instruction, and extraordinary curricular breadth to create a rigorous major that will equip Ohio State students with the knowledge to understand a multiplicity of leadership models in historical and contemporary contexts, and the skills to become ethical, effective, and visionary leaders in their chosen profession.

We are committed to the principle that a liberal arts education provides an essential background for engaged and effective citizenship. The proposed Leadership major will immerse students in the core principles of leadership while providing them with a broad interdisciplinary grounding in the liberal arts. It will teach students to analyze how the principles of leadership have been applied in the past, and to apply those principles effectively as they confront the challenges of the future. Students will emerge from the major with a deep understanding of leadership as a scholarly subject and with a firm grounding in the substantive challenges and opportunities that they will face as leaders in their areas of professional interest. The ability to pursue both aims within a single curriculum makes the liberal arts approach to leadership distinctive.

Effective leaders must understand how to generate organizational change and growth. They must combine a depth of knowledge in their area of expertise with vision, self-awareness, and empathy. Leaders must make difficult, informed decisions, and they must balance the interests of their organization and the people it serves with the broader interests of society, both as it exists in the present and as they help to shape it for the future. They must be able to appreciate that the factors driving the problems they encounter are often exceedingly complex and shaped by multiple processes and that these processes are evolving over time. Leaders must be able to accept uncertainty. They must recognize when their decisions have put their organization on the

wrong path and be willing and able to change course when necessary. They must also understand the cultural and political constraints on such changes. Training in ethics is critically important to engage these challenges conscientiously. Responsible ethical leadership requires a coherent understanding of moral principles, an ability to navigate difficult ethical tradeoffs, and an appreciation of the virtues that sustain good decision-making. Training in communication is also critically important. An effective leader must be able to understand their audiences, shape messages in a clear and effective manner, interact effectively and efficiently with individuals and technologies, and be able to build a coherent and compelling vision for their organizations and followers. The College of Arts and Sciences School of Communication is ranked in the top five such programs in the country. In working to face the challenges of tomorrow, leaders must also appreciate how inequities and injustices can bring people, perspectives, and values into conflict, and they must be able to learn from the past as they lead their organizations and constituencies forward. All of this and more is encompassed in the curriculum that we describe below.

We anticipate that the Leadership major will appeal to students with many different career objectives, and so we have designed it to be rigorous, flexible, and responsive to student needs. The major curriculum is built on a foundation of four required **Core courses** that engage students in leadership through their respective liberal arts-based disciplinary lenses. As part of the Core, all students must take History 3676, Philosophy 2390, WGSS 4403, and one of three options under Practice of Leadership. Departments will offer Core courses at least once a year and increase the offering frequency as the major grows.

We recognize that Arts and Sciences students will pursue leadership roles in an array of careers spanning many different professional environments, and so the curriculum requires that they take courses in one of six **thematic Specializations**. Specializations include:

1. Politics and Law: this Specialization includes a rich selection of courses in political science, history, and a number of other departments that will appeal to students who wish to pursue careers in politics and public service;
2. Leadership in Society: serves students who wish to pursue careers in a variety of public arenas, including civil service, public health, the arts, and sports;
3. Business and Markets: provides a menu of courses that will appeal to students who wish to pursue careers in business, as well as issues pertaining to domestic and international economic development;
4. Military and Security Studies: serving students who wish to pursue careers in foreign policy, military, and intelligence communities;
5. Social Justice and Civil Rights: serves students who wish to pursue careers that include public service, advocacy, and/or social justice activism;
6. Science and Innovation: serves students who wish to pursue careers that involve science and technology, and provides for engagement with the environmental sciences.

The major is designed so that each Specialization may include more restrictive thematic pathways. For example, the Leadership in Society Specialization includes pathways for students to pursue Civic Leadership, Arts Leadership, Sports Leadership, and Public Health Leadership. Similarly, the Science and Innovation Specialization provides students the opportunity to pursue pathways in Environmental Leadership and Innovation Leadership (see Appendix I for a full list of Specializations and Appendix II for a list of courses divided by Specialization).

The student's chosen Specialization will determine their menu of courses for both their Skills courses and Content courses. Majors will select at least three options from a menu of **Skills courses** that provide career-specific knowledge and training in data analysis, design thinking, and especially communication skills. Majors must select one communication course from the list provided, which includes courses covering such topics as professional writing and public speaking. Majors will also be able to earn course credit (ASC 3192, "Leadership Experiential Learning," which we will be submitting as a new course in Curriculum) for approved co-curricular experiences. For a student to enroll in ASC 3192 and earn credit for a co-curricular activity, the student must submit a request to the Director. That request must explain the ways that the activity in question meaningfully aligns with the objectives of the major and also affirm that it entails an amount of sustained engagement commensurate with a 3 credit hour course. Prior to awarding credit, the Director will confirm satisfactory completion with the relevant supervisor. If a student is interested in another co-curricular option, they must request approval, which must be granted by the Director in consultation with the FAC. In addition to the Skills courses, students select three options from the **Content courses**, which provide a wide range of options to explore their interests within their Specialization.

The **Capstone Seminar** will bring students together from across these Specializations and require them to complete a substantial and original research project that is aligned with their professional interests. In addition to creating an exciting pedagogical environment conducive to theoretical learning and the open exchange of ideas, these seminars will equip students with tangible evidence of their skills, a valuable asset as they make their way into the job market. The capstone seminar will also build on the sense of community established in the Core and Skills courses, and it will provide an ideal venue to assess the major and monitor its success.

The menu of courses for the thematic Specializations is deliberately broad, drawing courses from across ASC. As such, all students will create and maintain a **Digital Learning Portfolio** which will provide the framework for curating a cohesive personal curriculum, as well as foster a common experience for students navigating a broad and diverse curriculum. Initial Portfolio activities will include an introduction to the major's goals and Expected Learning Outcomes (ELOs), and a goal-setting activity to foster intentional thinking about the student's academic and

professional goals. Early intention-setting work will help the student and advisor in curating courses to create a cohesive program of study with the student's goals in mind.

Each Core class will have at least one Portfolio activity that connects the Core's coursework to the key concepts and skills of leadership studies. These assignments will be required by the Core classes, with guidance and feedback from the Core instructors. Students will have opportunity to take further ownership of their learning with Portfolio activities related to the Skills and Content courses of their Specializations. Unlike the Core Portfolio activities, the Specialization activities will be self-guided, allowing students to forge their own connections between their Specialization courses and other major components. All Portfolio activities will encourage students to approach their Specialization coursework through a Leadership lens, thus ensuring a continuous focus on leadership principles across a highly diverse curriculum. The Portfolio will also include a dedicated section for the Experiential Learning, to encourage majors to enhance their skills, experience, and networks by engaging in relevant co-curricular activities.

Core and Specialization Portfolio assignments will vary in type but will incorporate various combinations of the following: knowledge checks of key leadership principles, synthesis and integration of ideas across coursework, connections to both major and personal goals, and metacognitive exercises and self-reflection. Developing the portfolio will prepare students for the capstone where synthesis and reflection are essential elements of the experience. Students will complete the Portfolio by adding capstone metacognitive assignments, as well as their final research project.

The Portfolio provides a venue for students to maintain a focus on leadership and synthesize their experiences. It will also create consistent opportunities to develop essential skills like writing, critical thinking and self-reflection. These repeated articulations of the value of their studies will also encourage individual engagement in the major. And in the end, students will have a product that is a meaningful representation of their academic experience that can also function as a launching point for further professional development in the professional and post-graduate world.

The Portfolio will also be valuable from an assessment standpoint, as an effective and efficient way to view student's work and development over time, through both their assignments and self-reflections. As discussed below, the Faculty Advisory Committee will conduct regular assessments of the major. The data retrieved will enable us to gauge student responses to particular courses and Specializations, and then revise the major accordingly.

Leadership will be a rigorous major that offers Ohio State students the opportunity to experience a deep interdisciplinary engagement with the liberal arts; develop strong research, writing, oral communication, and critical thinking skills; and use those skills along with the knowledge they

acquire through their coursework to prepare for success in their chosen career. The major's Director, Faculty Advisory Committee, and advising staff will enhance students' academic experiences through professionalization programs and career fairs and further enhance their preparation for careers and graduate education through participation in internships, service-learning opportunities, and other career training experiences. While inherently valuable for all our majors, providing a deep and sustained engagement with the liberal arts will be exceptionally valuable for ASC students pursuing careers in science and technology, including healthcare and environmental sciences, as well as the arts. We expect that the Leadership major will have broad appeal among ambitious Arts and Sciences students.

2. Relationship to Other Programs

In 2019, a group of Ohio State University scholars interested in the intersection of the liberal arts and leadership studies first met to discuss the sustained engagement that several top tier graduate leadership programs in the United States maintain with history, ethical theory, and other foundational work in humanities and the social sciences. These OSU faculty members then began meeting regularly to develop an undergraduate Arts and Sciences Leadership major that would provide students with broad interdisciplinary training in the liberal arts while concomitantly immersing students in the core principles of leadership. They met with department chairs across the College of Arts and Sciences, deans and curricular deans at other Colleges across the University, and university administrators, to discuss the programs at OSU that engage leadership studies and the ways an ASC leadership major could complement the existing programs without replicating them.

There are presently four academic programs at Ohio State that engage leadership studies. Each program serves a particular constituency and provides that constituency with the opportunity to develop leadership skills and earn an appropriate credential. All of these programs are external to the College of Arts and Sciences, with none employing full-time faculty trained in History, Ethics, Literature, or Sociology. Each program exhibits clear distinctions from the others, and also from the interdisciplinary Arts and Sciences Leadership major we propose. We note that these programs tend to focus on leadership within a specific vocational domain (e.g. hospitality, ag. extension), whereas our proposed major provides students with the opportunity to conduct a much broader examination of leadership. Indeed, one distinctive feature of our program is its ability to present students with the opportunity to pursue leadership as a scholarly subject.

Beyond Ohio State, there is no shortage of Leadership programs. One can locate such programs at elite Ivy League schools, large public research universities, second- and third-tier universities, and small liberal arts colleges. These programs include certificates, minors, and majors, and they offer a dizzying array of Specializations. Considered as a whole, they are overwhelmingly tilted

toward organizational leadership and aim to serve essentially the same constituency as the certificate that our Fisher College of Business administers.

We note that the faculty of leadership programs at Duke, Harvard, Rutgers, and a number of other elite universities include historians, philosophers, and scholars working in other liberal arts fields whose work centers on issues of leadership.

2.A. Ohio State Leadership Programs

i. The College of Education and Human Ecology administers a [Hospitality and Retail Leadership Certificate](#). This certificate serves students who aim to pursue careers in the hospitality industry, listing specifically "hotels, restaurants, event planning agencies, travel, recreation, buying, design, merchandise planning, product development, styling, marketing, trend forecasting and global sourcing." The 5 required courses include:

- CSFRST/CSHSPMG 2300: Branding in Fashion, Hospitality and Sport Industries
- CSFRST/CSHSPMG 3910: Customer Experience Management
- CSFRST/CSHSPMG 3950: Social Media and IT in Fashion, Hospitality and Sport Industries
- CSFRST/CSHSPMG 4680: Strategic Management in Fashion & Hospitality Industries
- CSFRST/CSHSPMG 3330: Corporate Social Responsibility, Sustainability & Entrepreneurship in Fashion & Hospitality Industries

The CEHE certificate includes no ASC course work, and the ASC Leadership major as proposed does not replicate any CEHE coursework. There is potential that some students pursuing the CEHE certificate may find value in the proposed major. Noting the CEHE restrictions on their major, we propose to award students who should wish to complete both programs with up to two courses (six credit hours) toward the ASC Leadership major for relevant CEHE coursework in the appropriate Specialization. CEHE has submitted a list of courses for inclusion in the ASC Leadership major. The Faculty Advisory Committee has mapped those courses into the appropriate categories.

CEHE also offers a number of courses that are included in the [Interdisciplinary Leadership Studies Minor](#) that CFAES manages and which is discussed below.

Substitutions to the curriculum will be approved through a petition process that will be approved by the Faculty Advisory Committee.

ii. The College of Food, Agricultural, and Environmental Sciences, Department of Agricultural Communication, Education, and Leadership, offers a B.S. in community leadership with a leadership specialization that "prepares graduates with the capacity to influence positive change, and prepares students for leadership positions in the broad field of agriculture and natural resources." The required courses for the CFAES major include:

- AGRCOMM 2330: Perceptions of Agricultural and Environmental Issues
- AGRCOMM 4130: Publication Design and Production OR
- AGRCOMM 5530: Advanced Agricultural Communication Technology
- COMLDR 2530: Introduction to Agricultural Communication, Education, and Leadership
- COMLDR 3537: Data Analysis in the Applied Sciences
- COMLDR 4430: Leadership in Teams and Community Organizations
- COMLDR 5000: Community Leadership
- COMLDR 5330: Methods of Teaching in Non-Formal Learning Environments
- COMLDR 5380: Internship in Community and Extension Education
- COMLDR 5381: Capstone in Community and Extension Education
- COMLDR 5335: Volunteer and Human Resource Management
- COMLDR 5430: Professional Leadership Ethics
- ENR 3500: Community, Environment and Development

CFAES also oversees an interdisciplinary Leadership Studies Minor that represents a partnership with the College of Arts and Sciences, the College of Education and Human Ecology, the Fisher College of Business, the College of Food, Agricultural and Environmental Sciences, and the John Glenn College of Public Affairs. The minor has the following objective:

The interdisciplinary, undergraduate minor in Leadership Studies provides students with knowledge of leadership theories, principles, and concepts to better prepare them for success in future professional roles. The minor is structured to include theories and principles of personal leadership, team and organizational leadership, community leadership, and ethics and diversity. Students must complete at least one course in each of the five categories:

- Personal Leadership Foundations
- Team and Organizational Leadership
- Community Leadership

- Ethics and Diversity
- Capstone

The CFAES major explicitly focuses on training students for professional roles in community leadership and agriculture, and the minor tilts in the same direction. Both CFAES programs are designed to instruct students in the practical aspects of leadership.

The ASC interdisciplinary Leadership major is distinguished from the CFAES major insofar as its curriculum is anchored in the liberal arts, it aims to serve students pursuing a substantially greater breadth of careers, and it aims to prepare students with a theoretical understanding of leadership as a scholarly topic of interest as well as training in its practical application.

iii. The Fisher College of Business runs a [Leadership Initiative](#) with enhanced training for women and veterans, administers the [Dean's Leadership Academy](#), and includes a five-course Certificate in Leadership. This program aims to equip students pursuing careers in business with an advanced understanding of organizational leadership. There is no ASC coursework required or offered. Students are required to take MHR 2210 and four electives. The curriculum for the certificate is as follows:

- MHR 2210: Personal Leadership and Team Effectiveness (*required)
- MHR 3211: Leadership and Character
- MHR 3220: Leadership Legacy
- MHR 4228: Organizational Coaching
- MHR 4235: Developing Leaders through Practical Exercises
- MHR 4236: Crucial Conversations
- MHR 4244: Negotiations

iv. The John Glenn College of Public Affairs offers a [Bachelor of Arts in Public Management, Leadership & Policy](#). The curriculum is driven by the principle that "leading communities toward positive change requires knowledge and skills in the areas of public management, policy, economics and public finance." In addition to electives, this major requires students to take the following six Core courses:

- Public Affairs 2110: Introduction to Public Affairs
- Public Affairs 2120: Public Service and Civic Engagement
- Public Affairs 2130: Leadership in the Public and Nonprofit Sectors
- Public Affairs 3500: Public Management
- Public Affairs 3000: Public Policy Analysis
- Public Affairs 4030: Public Budgeting

Major requirements include one course on finance, the menu for which includes two courses offered by the Department of Economics. Majors are also required to take a course in the Political Science Department and a Public Affairs capstone course.

The John Glenn College of Public Affairs also boasts a robust level of public engagement, including a high-profile leadership lecture series, Leadership Forum: The Podcast, and a professional development Certificate in Public and Nonprofit Leadership. This twelve-week, six-credit program is "built for mid-career professionals working for public and nonprofit organizations. Participants must have a bachelor's or equivalent degree." This functions as a public-facing certificate designed to provide post-graduates who work in public affairs with an opportunity to earn a valuable professional credential. The Glenn College also offers a similar program specifically for veterans who are transitioning back into civilian life. These certificates serve post-graduate students and so they have no meaningful overlap with the proposed ASC Leadership major. That said, we find clear opportunities to develop pathways from the undergraduate ASC Leadership major into these post-graduate programs.

v.   In addition to academic programs, the OSU Office of Student Life runs the Buckeye Leadership Fellows Program. The objective of this highly selective program is to build, "in partnership with alumni and community leaders, unique transformative experiences for undergraduate students so they can achieve a competitive advantage in their post-graduate pursuits and remain deeply connected to the university." The BLF program is open to second- and third-year students. While the BLF program does not include a formal curriculum, BLF students are offered the opportunity to participate in a variety of high-impact programs designed to provide valuable experiences, build professional networks, and help develop leadership skills. We anticipate that BLF students will express considerable interest in the ASC Leadership major, and we are eager to partner with the Office of Student Life on programming and instructional opportunities. BLF students will be able to secure credit for their work by signing up for ASC 3192, "Leadership Experiential Learning."

2.B. Ohio Public University Leadership Programs

Public universities within the State of Ohio offer a variety of leadership studies programs, and these are described below. We note that only the University of Cincinnati offers a program that engages the liberal arts in a meaningful way.

i.   The University of Cincinnati offers an interdisciplinary Organizational Leadership major, minor, and certificate. This major serves as "an interdisciplinary program that combines

a liberal arts education and selective business subjects with classes, guest lectures and seminars in leadership. The core curriculum of the ORGL program focuses on understanding theoretical and practical approaches to leadership." The [curriculum](#) tilts toward business leadership, but the goals are broader than the other programs considered here. The major aims to provide "a coherent pathway for students wishing to become leaders across all sectors by targeting skill areas essential for leadership, organizational success and a lifetime of personal and professional achievement."

ii. Miami University's Farmer School of Business offers [Human Capital Management and Leadership](#) major and minor degrees with a curriculum that "highlights understanding and implementing evidence-based best practices associated with human capital consulting, leading organizations, change management, employee engagement and motivation, cross cultural management, talent acquisition, employment law, compensation, executive decision making and strategy, and human resource management." Their program aims to prepare students "for positions in consulting, leadership rotational programs, employee development, management, human resources, and other related fields."

iii. Ohio University's College of Business offers a [Strategic Leadership and Management Major](#) (B.B.A.), which is "designed to create the foundations of knowledge and personal capability requisite to lifelong professional learning and career-long success in business leadership." This organization leadership program aims to provide "a variety of rich developmental experiences that can include community service learning, individual leadership and emotional intelligence assessments, case analysis, research projects, team-based active learning project, and guest speakers, in addition to traditional classroom lectures and discussions."

iv. Ohio University's Patton College of Education offers a [Consumer Leadership Major](#) (B.S.H.C.S.), which "prepares graduates for employment in areas such as workforce development, human services leadership, youth leadership (4-H, Extension Service), after school programs, early child care administration, corporate offices, and non-profit organizations." The program is designed to train its majors to "learn and apply principles of consumer economics, financial literacy, and resource management; learn and apply theory and research on human development, interpersonal relationships, and family systems to build and strengthen individual family assets; know and demonstrate the role of food and nutrition in constructing a healthy lifestyle; and investigate and plan career pathways and research transitioning processes through the life cycle."

v. Bowling Green State University's College of Education & Human Development offers a [Leadership Minor Program](#) "that provides students with knowledge and skills of

leadership that can be utilized in a wide variety of careers." The program is designed in such a way as to "be particularly useful for business, education, social work, health and human services, or political science students." The same college also offers a Doctoral Program in Leadership Studies. The primary aim of this program "is to prepare individuals to exercise leadership that will transform the organizations they work within and thereby enable those organizations to attain specific goals and objectives as well as maintain their legitimacy within society."

vi. Kent State University's College of Business offers a five-course Leadership Minor. Like other organizational leadership programs, the objective of this minor "is to provide students skills in understanding the business environment as a system of interrelated and independent parts, how to analyze the system to identify opportunities and challenges for addressing stakeholder concerns and skills for influencing others to work toward sustainable practices." Kent State offers a similarly framed Graduate Certificate in Leadership and Management.

vii. The University of Toledo's Neff College of Business and Innovation offers a Bachelor's in Business Administration (B.B.A.) in Organizational Leadership and Management. The program is designed to train future business leaders in four key areas: leading and managing change, leadership skills, emotional intelligence, and conflict resolution. The curriculum requires students to complete "a general core of business courses, and a specific area of specialization."

viii. Wright State University's School of Education and Leadership offers a B.S. in organizational leadership. This degree "is designed for students with a two-year degree or its equivalent who want a broad academic background to prepare them for supervisory and management careers. The major combines courses in communication and administrative skills with the study of leadership theory and practice. Students will also learn problem-solving techniques and complete a leadership skills project." The curriculum for this program is explicitly skills-focused and designed for practical application.

2.C. BTAA Leadership Programs

In addition to OSU, seven members of the Big Ten Academic Alliance offer a variety of types of leadership programs. Many of these are aligned with existing leadership programs at Ohio State. Penn State stands alone in offering a program that exhibits any significant overlap with the proposed ASC Leadership major. Their program is available to students only in an online format.

i. Penn State University offers an online Organizational Leadership B.S. degree as well as an online Organizational Leadership B.A. These majors "draw on many of the disciplines of the liberal arts, as well as business and science, to illuminate the issues that all leaders face regarding work and employment issues in the 21st century, as well as in other aspects of organizational life more generally. Students select courses in crime, law and justice, political science, sociology, labor and employment relations, communication arts and sciences, management, and psychology. The goal is to provide a broad education that introduces methods of analysis used in the disciplines of the liberal arts and prepares students to understand complex social, cultural, and organizational issues that they will confront in leadership positions in the modern world."

    Penn State also offers a Sustainability Leadership minor "designed for students who wish to promote environmental, social, and economic sustainability in their personal and professional lives." Additionally, Penn State's Presidential Leadership Academy certificate operates with a mission similar to OSU's Buckeye Leadership Fellows Program.

ii. The University of Wisconsin-Madison offers a Community and Non-Profit Leadership B.S. degree that is aligned with our Glenn College programming. UW-Madison also has a Center for Leadership & Involvement with a mission similar to our Buckeye Leadership Fellows Program.

iii. Indiana University, Bloomington offers a Public Management & Leadership B.S. designed to prepare graduates to "lead government organizations at the local, state, or federal level." Majors "study public finance and budgeting, urban development and planning, and policy analysis."

iv. The University of Iowa's leadership curriculum is largely focused on business. The Pomerantz Career Center and Tippie College of Business offer an Enterprise Leadership B.A. degree as well as a public-facing Leadership Studies certificate.

v. Michigan State offers an Organizational Communication for Leadership certificate. Like our Glenn College's certificate, this public-facing certificate is designed to provide desirable training and credentials for current leaders. The certificate program includes three courses: "Crisis Communication," "Catalyst Thinking in the C-Suite," and "Organizational Communication."

vi. Northwestern University offers an Undergraduate Leadership Certificate. The curriculum includes three courses: "Paradigms & Strategies of Leadership," "Leading from Design," and "Field Study in Leadership."

vii. The University of Illinois Urbana-Champaign offers a number of leadership programs. The Department of Political Science administers a [Political and Civic Leadership minor](#) that is aligned with the Glenn College's major in Public Management, Leadership & Policy, addressed above.

The UIUC College of Agricultural, Consumer and Environmental Sciences administers an [Agricultural Leadership, Education, & Communication: Organizational & Community Leadership](#) concentration for the B.S. degree as well as a [Leadership Studies](#) minor, both of which are aligned with our CFAES programs.

These programs suggest that Ohio State has a need for additional leadership programs, like the ASC Leadership major proposed here, to remain on par with peer institutions in the Big Ten.

2.D. The Jepson School Model

There are many leadership programs in place across the country. Again, the vast majority of these are organizational leadership programs that focus on professional training and serve students who aim to pursue careers in business or are currently in such a career and in need of additional training and certification. One notable exception is the University of Richmond's [Jepson School of Leadership Studies](#) ("the nation's first-ever undergraduate school of leadership studies").

The University of Richmond takes pride in being a top 25 liberal arts college and the Jepson School's program offers an interdisciplinary model of leadership studies that, like our proposal, centers the importance of training future leaders in social justice and ethics, and requires them to complete rigorous liberal arts coursework. The Jepson School's mission statement, purpose, and goals are as follows:

The Jepson School draws upon the liberal arts to advance the understanding of leadership and the challenges of ethical and effective engagement in society.

The study of leadership explores fundamental questions about who we are, how we live together, and how we influence the course of history. It exemplifies the spirit of the liberal arts: to educate people to take an active role in the world. The Jepson School helps students realize their distinctive capacities and apply their learning for the good of society.

- The Jepson School fosters students' understanding of leadership and encourages them to lead lives of consequence that connect intellectual pursuits with moral and competent leadership.
- The Jepson School advances scholarly understanding of leadership, nationally and internationally.
- The Jepson School enhances public understanding of leadership.

These principles and objectives drive our proposal as well, and they distinguish our program from other leadership programs at Ohio State, across the state, and across the country. Both programs are built on the principle that an education grounded in the liberal arts – encompassing history, cultural studies, ethical theory, and the social sciences – is required for students to become thoughtful and responsible problem-solvers and leaders in organizations and society. The key distinctions between the Jepson School's program and our proposed major are structural. They are an academic unit with their own tenured faculty lines and curriculum, whereas we propose an interdisciplinary major within the College of Arts and Sciences.

Another important distinction is that the University of Richmond is a small private school while we are a very large public land-grant university. The total undergraduate enrollment at the University of Richmond is under 3,150. Our College of Arts and Sciences is more than five times that size, our curriculum is considerably more expansive, and, once implemented, our program has the potential to make a substantially greater impact in training future leaders to serve in public and private capacities.

3. Student Enrollment

At launch, we anticipate that the major will admit approximately 50 students per year. In four years, we expect that the major will serve approximately 200 students.

4. Curricular Requirements for Completion

Major Requirements: **33 credit hours**. Students must complete 11 courses totaling at least 33 credit hours. Students may count up to 3 courses (9 credit hours) toward another major program. Substitutions to the curriculum will be approved as exceptions.

The list of approved courses for the major includes a small selection of options external to the College of Arts and Sciences. Students may include up to 9 credit hours of non-ASC coursework toward the major requirements.

A. Portfolio

- Students must create, develop, and maintain a digital learning Portfolio.
- Core courses and the Capstone will have embedded Portfolio assignments
- Specialization courses will have self-guided Portfolio assignments
- Students will complete their portfolio during the Capstone seminar and submit the portfolio to the Capstone instructor
- Upon completion, the portfolio will be reviewed by the Director.
- If the student chooses the ASC Leadership Experiential Learning Option AND takes the capstone before taking ASC 3192, they will need to complete the Experiential Learning Component of the portfolio at the end of ASC 3192 and submit the portfolio to the Director.
- The Portfolio will be used to assess the major.

B. Core Courses: 4 courses for 12 credit hours
1. History 3676: Leadership in History (approved)
   Embedded Literacies: Advanced Writing
2. Philosophy 2390: Ethics and Leadership in a Diverse World (approved)
3. WGSS 4403, Gender, Race and Leadership (title is currently being revised)
4. Practice of Leadership (students complete one of the following courses)
   a. AAEP 5671: Organizational Leadership in Nonprofit Arts
   b. Political Science 3912: Political Leadership
   c. Psychology 2xxx: Organizational Psychology (currently 4522)

C. Specializations

C1. Specializations: Specializations will determine courses in both the Skills and Content categories. Students choose one Specialization from the list below:
1. Politics and Law
2. Leadership in Society
   2a. Urban Leadership
   2b. The Arts Leadership
   2c. Health Leadership
   2d. Sports Leadership
3. Business and Markets
4. Military and Security Studies
5. Social Justice and Civil Rights
6. Science and Innovation
   6a. Environmental Leadership
   6b. Innovation Leadership

C2. Skills courses: 3 courses for 9 credit hours

- **Requirement**: students must take 1 Skills course in the School of Communication
- **Please Note**: ASC Leadership majors are encouraged to participate in suitable co-curricular activities. Pending the approval of the Director and Faculty Advisory Committee for the major, they may earn up to 3 credit hours for suitable co-curricular activities by enrolling in ASC 3192, "Leadership Experiential Learning." Suitable activities may include the following:
1. Internship
2. Service Learning
3. ROTC Deployment
4. Scholars Program
5. Mount Leadership Society
6. Buckeye Leadership Fellows
- Students may request approval for an unlisted option, which must be approved by the Director, in consultation with the FAC.
C3. Content Courses: 3 courses for 9 credit hours

D. Senior Capstone: 1 course for 3 credit hours
- ASC 4676
- Staffed by ASC faculty
- Enrollments will be capped at 24
- Students will enroll in their junior or senior year, after completing all Core classes, 2 Skills classes, and 2 Content classes. The Director must approve any exceptions.
- Students will build on their Core, Skills, and Content coursework
- Students will complete a substantial original research project
- Students will complete and submit their Portfolio
- The capstone will be used to assess the success of the major

As discussed earlier in the proposal, one of the strengths of the proposed ASC Leadership major is the breadth of expertise the faculty and participating units have in this subject area. This is reflected in the range of courses included in the six Specialization areas. While the steering committee has streamlined these course offerings somewhat to provide guidance for students, the goal of the Specialization is to allow students to chart their own pathway through the Specialization (though, as noted above, each Specialization does have refined pathways for students to pursue more structured courses of study in particular areas). Because all students will have completed the required four Core courses, allowing for a range of possible course options in the Specializations and pathways creates opportunities for students to customize the major to their own interests. The Portfolio will serve as the overarching framework for the major, helping students structure their personalized learning while providing a common experience for all

majors that remains focused on leadership principles. Of course, part of the assessment process will be an evaluation of the Specializations, including the types of courses students are taking and their ability to navigate the options available to them.

5. Minimum Requirements for Admittance

All Ohio State undergraduate students in may take courses toward the major.

6. Administrative Program

The major will be supervised by a Director and a Faculty Advisory Committee (FAC) composed of five faculty members appointed by the chairs of the following ASC departments: History, Philosophy, Political Science, Sociology, and WGSS. If suitable faculty are not available in one or more of those departments, the Dean of the College of Arts and Sciences will appoint a representative from another participating ASC department. The Dean will appoint one member of the Faculty Advisory Committee to serve as chair of that committee.

All decisions related to adjustments in the curricular requirements and structure of the ASC Leadership major will result from consultations with the Director and the Faculty Advisory Committee.

At launch, the History Department's academic advisors will administer the program and guide students in course selection based on their interests. As the major grows, we anticipate hiring additional academic advisors and professional staff to support the program and majors. On rare occasions, these advisors may approve course substitutions. Such substitutions will be done in consultation with the Faculty Advisory Committee.

7. Alignment with University Curricular Goals

The proposed Leadership major aligns with multiple university curricular goals, including Education for Citizenship, the General Education Curriculum, and renewed attention on workforce education. First, as noted above, this major supports the university's motto of education for citizenship. While it is important for citizens to understand the effective and appropriate role of leadership in a well-functioning democracy, with the rise of authoritarianism abroad and at home this knowledge is today more critical than ever.

Education for citizenship has also played a central role in the recent major revision to the general education curriculum undertaken across the university. The prior GE curriculum was a

"cafeteria style" model where students selected courses from a range of categories, which varied across the different colleges. A major impetus for the revision was to develop one university-wide set of programmatic goals with a common curriculum. Central among these goals was education for citizenship. By supporting the university's mission, the proposed major also supports the central educational experience that all students receive when attending Ohio State.

Beyond a general contribution to this new curriculum, the proposed major supports the new general education program in other ways. First, the new GE program is based on a set of basic courses that serve as a foundation for students to pursue more in-depth engagement of subject matter via a series of themes. These themes include one required of all students: Citizenship for a Diverse and Just World, and then an evolving set of optional themes that students select from: Lived Environments; Origins and Evolution; Health and Well-Being; Traditions, Cultures, and Transformations; Migration, Mobility, and Immobility; Sustainability; and Number, Nature, Mind. We expect the new courses developed for the interdisciplinary Arts and Sciences Leadership major to contribute to these themes, especially the required citizenship theme. For example, History 3676, Leadership in History and Philosophy 2390, Ethics and Leadership in a Diverse World, have both already secured approval for that theme. Additionally, the new GE program specifically allows for the addition of new themes, and there is discussion regarding the possibility of creating a new leadership theme.

Finally, OSU has made workforce education a key part of new curricular development. To support this, the university has partnered with a number of organizations across the state, including Columbus State Community College, Columbus City Schools, and JobsOhio. These initiatives span a range of academic programs, including health care, information technology, engineering, and the biological sciences. Recently there has been specific interest in developing new leadership programs. Obviously, this proposed major, in conjunction with the other existing leadership curricula described above, will provide the necessary programmatic structure to support this goal.

8. Major Program Goals

1. **History and Theory of Leadership**. Students examine historical and contemporary paradigms of leadership and analyze them according to the theories and principles of modern leadership studies.
   a. Students distinguish acts of leadership from other forms of agency.
   b. Students identify and explain various leadership styles and approaches.
   c. Students analyze and evaluate the similarities and differences between historical and contemporary examples of leadership, using leadership theories.
2. **Ethical Issues of Leadership**. Students analyze and critique historical and contemporary leadership scenarios based on ethical principles reflecting diverse cultural perspectives.

a. Students identify and explain ethical issues and concepts related to leadership within a variety of cultural, multi-cultural, and transcultural contexts.
b. Students identify and explain the responsibilities of leaders within a variety of institutional, organizational, and public contexts.
c. Students analyze and critique the ethics and efficacy of various leadership styles and approaches according to a range of cultural value systems.

3. **Leadership in a Diverse World**. Students analyze and critique the roles leaders and leadership play in hindering or advancing social justice.
   a. Students identify and explain institutional and other systemic factors that affect social justice with respect to race, ethnicity, and gender.
   b. Students identify, explain, and apply various methods for measuring equity within institutional, organizational, and public contexts.
   c. Students analyze and evaluate strategies for intervention available to leaders within a variety of institutional, organizational, and public contexts.

4. **Practice of Leadership**. Students apply a range of leadership tools, tactics, and styles in an ethical, equitable, and efficacious manner.
   a. Students use a range of modern research techniques to identify, analyze, and evaluate the core ethical and social issues and the available means of influence existing within their own institutional, organizational, and public contexts.
   b. Students use a range of communicative techniques to lead and influence.
   c. Students articulate, analyze, and critique their own leadership style(s).

5. **Leadership in Context.** Students meaningfully engage with principal themes and ideas of the student's chosen Specialization and forge connections that integrate leadership studies within the context of their field.
   a. a. Students will be able to explain the basic facts, principles, theories and methods of their Specialization.
   b. b. Students will be able to analyze, interpret and synthesize the relationship between the theories and principles of leadership and their Specialization.
   c. c. Students will demonstrate a developing sense of self as a leader within their Specialization.

9. Assessment

Assessment will include embedded testing, evaluation of capstone seminar projects, graduating senior survey, post-baccalaureate survey, peer-review of syllabi and in-class observation of teaching, student evaluation of instruction (SEI) data. Student portfolios will serve as important sources for artifacts of student learning and reflections.

- Embedded testing: evaluates comprehension of key concepts and ideas.

- Evaluation of capstone seminar projects: evaluates mastery of theoretical knowledge and ability to translate into practical application.
- Graduating senior survey: evaluates quality of curriculum and student support.
- Post-baccalaureate survey: evaluates extent to which major has prepared student for post-graduate employment and/or education.
- Review of syllabi and in-class observations: evaluates quality of instruction as perceived by faculty.
- SEI data: evaluates quality of instruction as perceived by students.

Criteria for assessment:

- Embedded testing: 75% correct response on identified items.
- Graduating senior survey: 75% of respondents agree or strongly agree that Learning Goals were met; 75% of respondents agree or strongly agree that many faculty-taught courses were available to them, that instructors offered reasonably available office hours, that academic advising was reasonably available and helpful.

Timeline for implementation of assessment plan:

- Course-level assessment, including embedded testing, syllabus review, and SEI data will begin the semester the major comes into existence.
- The graduating senior survey will be administered annually beginning with the first graduating students.
- The post-baccalaureate survey will be administered beginning in the 5th year of the program and every five years thereafter.

Outcomes and program effectiveness:

- The Chair of the Faculty Advisory Committee will analyze and discuss trends in assessment data with the rest of the FAC and report to the College.
- The Chair of the Faculty Advisory Committee, in consultation with the rest of the FAC, will periodically confirm that the curriculum and courses are facilitating the achievement of the learning goals.
- The Chair of the Faculty Advisory Committee, in consultation with the rest of the FAC, will recommend changes to the major requirements (e.g. adding or removing courses) as appropriate.
- Faculty and advisors will meet with students directly to discuss their performance.
- Faculty will make improvements to course content, delivery, and learning activities as appropriate.

For a more detailed breakdown of the assessment plan by Goals, please see the chart below.

All Goals

Data Sources and Format of Data	Methods (Direct/Indirect)	Reporting Schedule
Portfolio	Members of the FAC will evaluate a selection of student Portfolios on a yearly basis. The Portfolio will also serve as a way to collect the necessary artifacts for some of the assessment measures listed below.	Year 1, 2, 3
Capstone Written Work Reflection	Members of the FAC will apply an evaluative rubric to a sample of Capstone Written Work Reflections from the previous 3 years (Direct)	Year 2
Capstone Final Reflection	Members of the FAC will apply an evaluative rubric to a sample of Capstone Final Reflections from the previous 3 years (Direct)	Year 3
Embedded Testing	Evaluates comprehension of key concepts and ideas. (Direct)	Year 1, 2, 3
Graduating Senior Survey	Evaluates quality of curriculum and student support. Includes specific questions around each of the program goals. (Indirect)	Year 1, 2, 3
Review of syllabi and in-class observations:	Evaluates quality of instruction as perceived by faculty. Course selection will include a random mix of Core, Skills, and Specialization classes. (Indirect)	Year 1
SEI data	Evaluates quality of instruction as perceived by students. Course selection will include a random mix of Core, Skills, and Specialization classes. (Indirect)	Year 2
Post-baccalaureate survey	Evaluates extent to which major has prepared student for post-graduate employment and/or education. Administered to graduates of the program in the fifth year of the program, and every five years thereafter. (Indirect)	Beginning in the fifth year of the program, and every five years thereafter.

1. History and Theory of Leadership. Students examine historical and contemporary paradigms of leadership and analyze them according to the theories and principles of modern leadership studies.

        a) Students distinguish acts of leadership from other forms of agency.
        b) Students identify and explain various leadership styles and approaches.
        c) Students analyze and evaluate the similarities and differences between historical and contemporary examples of leadership, using leadership theories

Data Sources and Format of Data	Methods	Reporting Schedule
Capstone – Core 1 Précis/abstract.	Members of the FAC will apply an evaluative rubric to a sample of Précis/abstracts from the previous 3 years (Direct)	Year 1
Capstone – Core 1 Presentation (scores)	Instructor of record evaluates according to a rubric (Direct)	Year 2
Capstone – Core 1 Analysis	Members of the FAC will apply an evaluative rubric to a sample of Analyses from the previous 3 years (Direct)	Year 3
HIST 3676 – Writing Assignments	Members of the FAC will apply an evaluative rubric to a sample of Writing Assignments from the previous 3 years (Direct)	Year 1, 2, 3

2. Ethical Issues of Leadership. Students analyze and critique historical and contemporary leadership scenarios based on ethical principles reflecting diverse cultural perspectives.

        a) Students identify and explain ethical issues and concepts related to leadership within a variety of cultural, multi-cultural, and transcultural contexts.
        b) Students identify and explain the responsibilities of leaders within a variety of institutional, organizational, and public contexts.
        c) Students analyze and critique the ethics and efficacy of various leadership styles and approaches according to a range of cultural value systems.

Data Sources and Format of Data	Methods	Reporting Schedule
Capstone – Core 2 Précis/abstract	Members of the FAC will apply an evaluative rubric to a sample of	Year 1

	Précis/abstracts from the previous 3 years (Direct)	
Capstone – Core 2 Presentation	Instructor of record evaluates according to a rubric (Direct)	Year 2
Capstone – Core 2 Analysis	Members of the FAC will apply an evaluative rubric to a sample of Analyses from the previous 3 years (Direct)	Year 3
PHIL 2390 - Scores of exams	The instructor of record will score assignments and provide these scores to the major's assessment coordinator. (Direct)	Year 1, 2, 3

3. Leadership in a Diverse World. Students analyze and critique the roles leaders and leadership play in hindering or advancing social justice.

      a) Students identify and explain institutional and other systemic factors that affect social justice with respect to race, ethnicity, and gender.

      b) Students identify, explain, and apply various methods for measuring equity within institutional, organizational, and public contexts.

      c) Students analyze and evaluate strategies for intervention available to leaders within a variety of institutional, organizational, and public contexts.

Data Sources and Format of Data	Methods	Reporting Schedule
Capstone – Core 3 Précis/abstract	Members of the FAC will apply an evaluative rubric to a sample of Précis/abstracts from the previous 3 years (Direct)	Year 1
Capstone – Core 3 Presentation	Instructor of record evaluates according to a rubric (Direct)	Year 2
Capstone – Core 3 Analysis	Members of the FAC will apply an evaluative rubric to a sample of Analyses from the previous 3 years (Direct)	Year 3
WGSS 4403 – Writing Assignments	Members of the FAC will apply an evaluative rubric to a sample of Writing Assignments from the previous 3 years (Direct)	Year 1, 2, 3

4. Practice of Leadership. Students apply a range of leadership tools, tactics, and styles in an ethical, equitable, and efficacious manner.

        a) Students use a range of modern research techniques to identify, analyze, and evaluate the core ethical and social issues and the available means of influence existing within their own institutional, organizational, and public contexts.

        b) Students use a range of communicative techniques to lead and influence.

        c) Students articulate, analyze, and critique their own leadership style(s).

Data Sources and Format of Data	Methods	Reporting Schedule
Capstone – Core 4 Analysis	Members of the FAC will apply an evaluative rubric to a sample of Analyses from the previous 3 years (Direct)	Year 1
Capstone – Skills Reflection Presentation	Guest auditors (program faculty and FAC members) will rate student presentations according to a rubric.	Year 2
Capstone – DISC/360 Assessment and Reflection	Members of the FAC will apply an evaluative rubric to a sample of Disc/360 assessments and reflections from the previous 3 years (Direct)	Year 3
AAEP 5671 – Writing Assignments	Members of the FAC will apply an evaluative rubric to a sample of Writing Assignments from the previous 3 years (Direct)	Year 1
Political Science 3912 – Scores of Exams	The instructor of record will score assignments and provide these scores to the major's assessment coordinator. (Direct)	Year 2
Psychology 4522 – Scores of Exams	The instructor of record will score assignments and provide these scores to the major's assessment coordinator. (Direct)	Year 3

5. Leadership in Context. Students meaningfully engage with principal themes and ideas of the student's chosen Specialization and forge connections that integrate leadership studies within the context of their field.

        a) Students will be able to explain the basic facts, principles, theories and methods of their Specialization.

        b) Students will be able to analyze, interpret and synthesize the relationship between the theories and principles of leadership and their Specialization.

c) Students will demonstrate a developing sense of self as a leader within their Specialization.

Data Sources and Format of Data	Methods	Reporting Schedule
Capstone – Specialization Analysis	Members of the FAC will apply an evaluative rubric to a sample of Specialization Analyses from the previous 3 years (Direct)	Year 1
Capstone – Final Project	Members of the FAC will apply an evaluative rubric to a sample of Capstone Final Projects from the previous 3 years (Direct)	Year 2
Capstone – Presentation	Guest auditors (program faculty and FAC members) will rate student presentations according to a rubric.	Year 3

10. Faculty Advisory Committee Regular Reviews of Major Program

The members of the Faculty Advisory Committee, or their chosen representatives, will meet biannually in conjunction with the undergraduate advisors to assess the major and course demand in order to jointly plan courses for the upcoming two years. An assessment of the overall state of the program will include the following topics:

- Assessment reports for the previous year, including completer survey data.
- Enrollment data. This will help gauge the need for expanded offerings and the potential for establishing a graduate certificate and/or 3+2 or 4+1 BA/MA programs.
- Other quantitative data of students completing the major (e.g., demographic data, GPA, overall performance in major courses, overall student performance indicated by annual evaluation of student artifacts).
- Overall quality of courses and student satisfaction with individual courses as measured by SEIs, any informal student evaluations, and/or peer reviews.
- Surveys of graduates.
- Informal surveys of alumni.

11. Appendices

I. Thematic Specializations
II. Major advising sheet
    1. List of courses divided by Specialization, Skills, and Content courses.
III. Sample Four-year plan
IV. Curriculum Map
V. Concurrences from participating ASC units
    1. African American and African Studies
    2. Art
    3. Anthropology
    4. Arts Administration, Education and Policy
    5. Chemistry and Biochemistry
    6. Classics
    7. Communications
    8. Comparative Studies
    9. Dance
    10. Design
    11. Earth Sciences
    12. Evolution, Ecology, and Organismal Biology
    13. Economics
    14. English
    15. French and Italian
    16. Geography
    17. History
    18. Linguistics
    19. Mathematics
    20. Microbiology
    21. Music
    22. Philosophy
    23. Physics
    24. Political Science
    25. Psychology
    26. Slavic Studies
    27. Sociology
    28. Spanish and Portuguese
    29. Theater, Film, and Media Arts
    30. Women's, Gender, and Sexuality Studies
VI. Concurrences from ASC units not participating
    1. Astronomy
    2. DEALL
    3. Germanic Languages and Literatures

        4. History of Art
        5. Molecular Genetics
        6. NESA
        7. Speech and Hearing
        8. Statistics

VII.   Concurrences from other OSU units
        1. College of Nursing
        2. College of Public Health
        3. ROTC Airforce
        4. ROTC Army
        5. ROTC Navy
        6. International Studies
        7. Sport and Society

VIII.   Letter of Non-Concurrence from College of Education and Human Ecology; Fisher College of Business; College of Food, Agricultural, and Environmental Sciences; John Glenn College of Public Affairs

Appendix I.

Thematic Specializations

Thematic Specializations

1. Politics and Law

2. Leadership in Society

       2a. Urban Leadership

       2b. The Arts Leadership

       2c. Health Leadership

       2d. Sports Leadership

3. Business and Markets

4. Military and Security Studies

5. Social Justice and Civil Rights

6. Science and Innovation

       6a. Environmental Leadership

       6b. Innovation Leadership

Appendix II.

Major Advising Sheet

II.1. List of courses divided by Specialization, Skills, and Content Courses

Arts & Sciences (ASC) Leadership Major

Major Requirements: **33 credit hours**
- Students take 11 courses totaling 33 credit hours.
- Students choose a Specialization, and then take Skills and Content courses in that category.
- Students create and maintain a Digital Learning Portfolio, to be turned in at the completion of the Capstone.
- Students may include up to 9 credit hours of non-ASC coursework toward the major requirements.
- Substitutions to the curriculum will be approved as exceptions.
- Students with double majors should speak to their advisors about the possibility of crossing courses between majors. Please note that cross-counting courses in this way requires the approval of both departments.

Digital Learning Portfolio

_____ Portfolio

- Students will submit their portfolio to the Capstone Instructor at the end of the Capstone seminar.
- If a student completes ASC 3192 after the Capstone, they must revise the portfolio to include the Experiential Learning component, then turn in the portfolio to the Director at the end of ASC 3192.

Core Courses
12 credit hours

Core 1: Leadership in History

_____ HISTORY 3676: Leadership in History

Embedded Literacies for Advanced Writing

Core 2: Ethics of Leadership

_____PHILOSPH 2390: Ethics and Leadership in a Diverse World

Core 3: Diversity and Leadership

_____WGSS 4403: Gender, Race, and Leadership

Core 4: Practice of Leadership.
Choose one:

_____ PSYCH 2XXX: Organizational Psychology

_____ POLITSC 3912: Political Leadership

_____ AAEP 5671: Organizational Leadership in Non-Profit Arts

Specialization

- Choose 1 specialization from the list at the right.

- Your specialization will determine your lists of courses for the Skills and Content courses below.

_____1. Politics and Law

_____2. Leadership in Society

_____2a. Urban Leadership

_____2b. The Arts Leadership

_____2c. Health Leadership

_____2d. Sports Leadership

_____3. Business and Markets

_____4. Military and Security Studies

_____5. Social Justice and Civil Rights

_____6. Science and Innovation

_____6a. Environmental Leadership

_____6b. Innovation Leadership

Skills Courses
9 credit hours

_____COMM

_____Course 1

_____Course 2

- Choose from Specialization Skills Courses.

- Must include 1 COMM Skills Course.

- Students may earn 3 credit hours for co-curricular activities by enrolling in ASC Leadership Experiential Learning (ASC 3192). Approved options are listed at right. Students may request approval for an unlisted option, which must be approved by the Director, in consultation with the FAC.

ASC Leadership Experiential Learning: ASC 3192 (3 credit hours).

Options may include:
- Internship
- Service Learning
- ROTC deployment
- Scholars Program
- Mount Leadership Society
- Buckeye Leadership Fellows

Content Courses
9 credit hours

Choose 3 courses from list of Specialization Content courses

_____Course 1

_____Course 2

_____Course 3

Capstone Seminar

_____ ASC 4676

Embedded Literacies for Data Analysis and Technology
- Prerequisites: Leadership major and junior or senior standing, or permission of instructor.
- Students should enroll in the Capstone seminar after they have completed the 4 required Core courses, at least 2 Skills course, and at least 2 Content Courses. Exceptions must be approved by the Director.

Category	Unit	Number	Course Title
1. Politics & Law - Skills	ACCAD	5100	Concept Development for Time-Based Media
1. Politics & Law - Skills	ARTSSCI	2400E	Conversations on Morality, Politics, and Society
1. Politics & Law - Skills	COMM	2110	Principles of Effective Public Speaking
1. Politics & Law - Skills	COMM	2331	Strategic Communication Principles
1. Politics & Law - Skills	COMM	2367	Persuasive Communication
1. Politics & Law - Skills	COMM	3325	Introduction to Organizational Communication
1. Politics & Law - Skills	COMM	3333	Crisis Communication
1. Politics & Law - Skills	COMM	3620	Introduction to Interpersonal Communication
1. Politics & Law - Skills	COMM	4635	Communication Dynamics in Groups
1. Politics & Law - Skills	DESIGN	3105	Exploring Design Thinking
1. Politics & Law - Skills	DESIGN	3505	Presentation as Thinking
1. Politics & Law - Skills	EHE -- ESHESA *	2570	Team and Organizational Development
1. Politics & Law - Skills	EHE -- ESHESA *	2571	Leadership in Community Service
1. Politics & Law - Skills	EHE -- ESHESA *	2575	Student Organization Leadership Training
1. Politics & Law - Skills	ENGLISH	2276	Arts of Persuasion
1. Politics & Law - Skills	ENGLISH	3395	Literature and Leadership
1. Politics & Law - Skills	FRIT	3054	Intercultural Competencies
1. Politics & Law - Skills	POLITSC	3500	Political Games: Rational Choice Theory & the Study of Politics
1. Politics & Law - Skills	POLITSC	3785	Data Science for the Social & Behavioral Sciences
1. Politics & Law - Skills	POLITSC	4781	Data Analysis in Political Science I
1. Politics & Law - Skills	POLITSC	4782	Data Analysis in Political Science II
1. Politics & Law - Skills	POLITSC	3780H	Data Visualization
1. Politics & Law - Skills	POLITSC	4553H	Game Theory for Political Scientists
1. Politics & Law - Skills	POLITSC	4784E	Complexity Science & the Study of Politics
1. Politics & Law - Skills	PSYCH	2311	Psychology of Motivation
1. Politics & Law - Skills	PSYCH	2376	Interpersonal Relationships
1. Politics & Law - Skills	PSYCH	2500	Applied Psychology
1. Politics & Law - Skills	PSYCH	3325	Intro to Social Psychology
1. Politics & Law - Skills	PSYCH	3530	Theories of Personality
1. Politics & Law - Skills	WGSST	3385	Women in Political Leadership Internship
1. Politics & Law - Content	AFAMAST	3083	Civil Rights and Black Power Movements
1. Politics & Law - Content	AFAMAST	3086	Black Women in Slavery and Freedom
1. Politics & Law - Content	AFAMAST	4504	Black Politics
1. Politics & Law - Content	AFAMAST	4610	African Americans and the Law
1. Politics & Law - Content	ARTSSCI	3192	Leadership Experiential Learning
1. Politics & Law - Content	CLASS	3301	Law, Empire and Citizenship in Later Rome
1. Politics & Law - Content	CLASS	3302	Citizenship in Democratic Athens

1. Politics & Law - Content	COMM	3404	Media Law and Ethics
1. Politics & Law - Content	COMM	3450	Media and Citizenship
1. Politics & Law - Content	COMM	3597.1	International Perspectives on Communication
1. Politics & Law - Content	COMM	4814	Political Communication
1. Politics & Law - Content	EHE -- EDUTL	5005	Equity, Diversity, and Justice in Education
1. Politics & Law - Content	EHE -- ESEPOL	3312	Conflict, Voice, and Power in Education
1. Politics & Law - Content	EHE -- ESEPOL	5217	Comparative Perspectives on Education, Globalization, and National Development
1. Politics & Law - Content	EHE -- ESPHE	5440	Philosophical perspectives on race, education, and citizenship
1. Politics & Law - Content	ENGLISH	4575	Literature and Law
1. Politics & Law - Content	GEOG	3600	Space, Power, and Political Geography
1. Politics & Law - Content	GEOG	3601	Global Politics and the Modern Geopolitical Imagination
1. Politics & Law - Content	GEOG	3701	The Making of the Modern World
1. Politics & Law - Content	GEOG	3801	Political Ecology
1. Politics & Law - Content	HISTORY	2015	History of American Criminal Justice
1. Politics & Law - Content	HISTORY	2120	Revolutions and Social Movements in Modern Latin America
1. Politics & Law - Content	HISTORY	2350	Islam, Politics, and Society
1. Politics & Law - Content	HISTORY	2453	Zionism and Modern Israel
1. Politics & Law - Content	HISTORY	3003	American Presidential Elections
1. Politics & Law - Content	HISTORY	3005	The U.S. Constitution and American Society to 1877
1. Politics & Law - Content	HISTORY	3006	The U.S. Constitution and American Society from 1877
1. Politics & Law - Content	HISTORY	3011	The American Revolution and the New Nation
1. Politics & Law - Content	HISTORY	3080	Slavery in the United States
1. Politics & Law - Content	HISTORY	3082	Black Americans During the Progressive Era
1. Politics & Law - Content	HISTORY	3083	Civil Rights and Black Power Movements
1. Politics & Law - Content	HISTORY	3086	Black Women in Slavery and Freedom
1. Politics & Law - Content	HISTORY	3220	The Rise of the Roman Republic
1. Politics & Law - Content	HISTORY	3254	Europe since 1950
1. Politics & Law - Content	HISTORY	3270	History of World War I
1. Politics & Law - Content	HISTORY	3405	Contemporary China, 1921-2000
1. Politics & Law - Content	HISTORY	3501	U.S. Diplomacy, 1920-Present
1. Politics & Law - Content	HISTORY	3620	LGBT History in the U.S., 1940 to the Present
1. Politics & Law - Content	HISTORY	3675	How to Stage a Revolution
1. Politics & Law - Content	HISTORY	3680	Religion and Law in Comparative Perspective
1. Politics & Law - Content	LING	3605	Language and Social Justice
1. Politics & Law - Content	LING	4597.02	Language and the Law
1. Politics & Law - Content	PHILOS	2400	Political and Social Philosophy
1. Politics & Law - Content	PHILOS	3410	Philosophical Problems in the Law

1. Politics & Law - Content	PHILOS	5400	Advanced Political and Social Philosophy
1. Politics & Law - Content	PHYSICS	2367	Uses of Science in Solving Problems of Society
1. Politics & Law - Content	POLITSC	2150	Voters & Elections
1. Politics & Law - Content	POLITSC	3450	Ethics & Public Policy
1. Politics & Law - Content	POLITSC	3910	Identity Politics
1. Politics & Law - Content	POLITSC	4110	American Presidency
1. Politics & Law - Content	POLITSC	4120	US Congress
1. Politics & Law - Content	POLITSC	4123	Political Crisis & Reform
1. Politics & Law - Content	POLITSC	4125	American State Politics
1. Politics & Law - Content	POLITSC	4130	Law & Politics
1. Politics & Law - Content	POLITSC	4131	American Supreme Court
1. Politics & Law - Content	POLITSC	4135	American Constitutional Law
1. Politics & Law - Content	POLITSC	4136	Civil Liberties
1. Politics & Law - Content	POLITSC	4137	Politics of Legal Decision-Making
1. Politics & Law - Content	POLITSC	4138	Women & the Law
1. Politics & Law - Content	POLITSC	4140	Black Politics
1. Politics & Law - Content	POLITSC	4150	American Political Parties
1. Politics & Law - Content	POLITSC	4152	Campaign Politics
1. Politics & Law - Content	POLITSC	4160	Public Opinion
1. Politics & Law - Content	POLITSC	4164	Political Participation & Voting Behavior
1. Politics & Law - Content	POLITSC	4165	Media & American Politics
1. Politics & Law - Content	POLITSC	4170	Gender & Politics
1. Politics & Law - Content	POLITSC	4200	Politics of Modern Democracies
1. Politics & Law - Content	POLITSC	4282	Politics of Income Inequality
1. Politics & Law - Content	POLITSC	4285	Comparative Politics of the Welfare State
1. Politics & Law - Content	POLITSC	4940	Politics of Immigration
1. Politics & Law - Content	POLITSC	4132H	Supreme Court Decision Making
1. Politics & Law - Content	POLITSC	4420H	Debating Democracy
1. Politics & Law - Content	POLITSC	597.02 (H)	Political Problems of the Contemporary World
1. Politics & Law - Content	SLAVIC	3350	Russian Politics and Culture
1. Politics & Law - Content	SOCIOL	3597.01	World Problems in Global Context
1. Politics & Law - Content	WGSST	3200	Breaking the Law: An Introduction to Gender Justice
1. Politics & Law - Content	WGSST	3385	Women in Political Leadership Internship
1. Politics & Law - Content	WGSST	4402	Black Women: Representations, Politics & Power
1. Politics & Law - Content	WGSST	4465	Feminist Political Theory
1. Politics & Law - Content	WGSST	4597	Gender & Democracy in the Contemporary World
1. Politics & Law - Content	WGSST	4189.01S	Reproductive Rights & Justice
2. Leadership in Society - Skills	ACCAD	5100	Concept Development for Time-Based Media
2. Leadership in Society - Skills	ARTSSCI	2400E	Conversations on Morality, Politics, and Society
2. Leadership in Society - Skills	COMM	2110	Principles of Effective Public Speaking

ASC Leadership Major:
Specialization Courses (Skills and Content)

2. Leadership in Society - Skills	COMM	2331	Strategic Communication Principles
2. Leadership in Society - Skills	COMM	2367	Persuasive Communication
2. Leadership in Society - Skills	COMM	3325	Introduction to Organizational Communication
2. Leadership in Society - Skills	COMM	3333	Crisis Communication
2. Leadership in Society - Skills	COMM	3620	Introduction to Interpersonal Communication
2. Leadership in Society - Skills	COMM	4635	Communication Dynamics in Groups
2. Leadership in Society - Skills	CPH -- PUBHEHS *	3320	Fundamentals of Environmental Health Risk Assessment
2. Leadership in Society - Skills	CPH -- PUBHLTH *	5015	Public Health Data Analytics
2. Leadership in Society - Skills	DESIGN	3105	Exploring Design Thinking
2. Leadership in Society - Skills	DESIGN	3505	Presentation as Thinking
2. Leadership in Society - Skills	EHE -- ESHESA *	2570	Team and Organizational Development
2. Leadership in Society - Skills	EHE -- ESHESA *	2575	Student Organization Leadership Training
2. Leadership in Society - Skills	ENGLISH	2276	Arts of Persuasion
2. Leadership in Society - Skills	ENGLISH	3395	Literature and Leadership
2. Leadership in Society - Skills	FRIT	3054	Intercultural Competencies
2. Leadership in Society - Skills	POLITSC	3785	Data Science for the Social & Behavioral Sciences
2. Leadership in Society - Skills	PSYCH	2311	Psychology of Motivation
2. Leadership in Society - Skills	PSYCH	2376	Interpersonal Relationships
2. Leadership in Society - Skills	PSYCH	2500	Applied Psychology
2. Leadership in Society - Skills	PSYCH	3325	Intro to Social Psychology
2. Leadership in Society - Skills	PSYCH	3530	Theories of Personality
2. Leadership in Society - Content	AFAMAST	2218	Black Urban Experience
2. Leadership in Society - Content	AFAMAST	2275	Blackness and the Politics of Sports
2. Leadership in Society - Content	AFAMAST	3083	Civil Rights and Black Power Movements
2. Leadership in Society - Content	AFAMAST	3086	Black Women in Slavery and Freedom
2. Leadership in Society - Content	AFAMAST	3260	Global Black Cultural Movements
2. Leadership in Society - Content	AFAMAST	5240	Race and Public Policy in the U.S.
2. Leadership in Society - Content	AFAMAST	5650	Blackness and the Body in Science and Medicine
2. Leadership in Society - Content	ANTHROP	3302	Introduction to Medical Anthropology
2. Leadership in Society - Content	ANTHROP	3340	The Anthropology of Mental Health
2. Leadership in Society - Content	ANTHROP	5601	The Anthropology of Sex, Drugs and HIV
2. Leadership in Society - Content	ANTHROP	5602	Women's Health in Global Perspective
2. Leadership in Society - Content	ART	2200	Real and Recorded Time
2. Leadership in Society - Content	ART	2300	Two-dimensional Studies
2. Leadership in Society - Content	ART	2400	Three-dimensional Studies
2. Leadership in Society - Content	ART	3008	Artists as Leaders and Engaged Citizens
2. Leadership in Society - Content	ARTEDUC	3680	Exploring the Creative Industry: Art Issues in the 21st Century

2. Leadership in Society - Content	ARTEDUC	3681	Managing Non-profit Arts Organizations: Balancing Continuity & Change
2. Leadership in Society - Content	ARTEDUC	5670	Public Policy Issues and the Arts
2. Leadership in Society - Content	ARTSSCI	3192	Leadership Experiential Learning
2. Leadership in Society - Content	ARTEDUC	5674	Creative Sector and Creative Cities
2. Leadership in Society - Content	ARTEDUC	5675	International Cultural Relations
2. Leadership in Society - Content	ARTEDUC	5676	Arts Advocacy & Interest Groups
2. Leadership in Society - Content	ARTEDUC	5682	Nonprofit Arts Institutions, Governance and Board Leadership
2. Leadership in Society - Content	ARTEDUC	5683	Developing Arts Careers: Positioning Passion
2. Leadership in Society - Content	ARTEDUC	5687	Social World of the Arts
2. Leadership in Society - Content	ARTEDUC	5688	Marketing, Communications, and Social Media in Nonprofit Institutions
2. Leadership in Society - Content	ARTEDUC	5671	Organizational Leadership in Nonprofit Arts
2. Leadership in Society - Content	COMM	3332	Risk Communication
2. Leadership in Society - Content	COMM	3340	Principles of Environmental Campaigns
2. Leadership in Society - Content	COMM	3415	Sports, Media, and Society
2. Leadership in Society - Content	COMM	3440	Mass Communication and Society
2. Leadership in Society - Content	COMM	4736	Health Communication in Interpersonal Contexts
2. Leadership in Society - Content	COMM	4737	Health Communication in Mass Mediated Contexts
2. Leadership in Society - Content	CPH -- PUBHEHS *	3310	Current Issues in Global Environmental Health
2. Leadership in Society - Content	CPH -- PUBHEHS *	3320	Fundamentals of Environmental Health Risk Assessment
2. Leadership in Society - Content	CPH -- PUBHEPI *	2410	Epidemiology in Public Health
2. Leadership in Society - Content	CPH -- PUBHHBP *	3510	Role of Behavior in Public Health
2. Leadership in Society - Content	CPH -- PUBHHMP *	3610	U.S. & International Health Care
2. Leadership in Society - Content	CPH -- PUBHLTH *	2010	Critical Issues in Global Public Health
2. Leadership in Society - Content	CPH -- PUBHLTH *	5015	Public Health Data Analytics
2. Leadership in Society - Content	CPH -- PUBHLTH *	5325	Principles of Occupational Health
2. Leadership in Society - Content	DANCE	5500	Anti-Racism in the Performing Arts
2. Leadership in Society - Content	DANCE	5505	Citizen Artists
2. Leadership in Society - Content	DESIGN	2700	Introduction to Design Practice
2. Leadership in Society - Content	DESIGN	3305	Visualization as Thinking
2. Leadership in Society - Content	EARTHSC	3530	Learning from Disasters: Extreme Events and their Impact on Infrastructure, Engineering, and Society
2. Leadership in Society - Content	EARTHSC	5663	Global Change and Sustainability

ASC Leadership Major:
Specialization Courses (Skills and Content)

2. Leadership in Society - Content	ECON	4700	Government and Business
2. Leadership in Society - Content	EHE -- EDUTL	5005	Equity, Diversity, and Justice in Education
2. Leadership in Society - Content	EHE -- ESHESA *	2210	History of Sport in 19th Century America
2. Leadership in Society - Content	EHE -- ESHESA *	2211	History of Sport in 20th Century America
2. Leadership in Society - Content	EHE -- ESHESA *	2572	Introduction to Leadership Development in Learning Organizations
2. Leadership in Society - Content	EHE -- ESHESA *	3221	Leadership and Innovation
2. Leadership in Society - Content	EHE -- ESHESA *	3573	Theories of Leadership in Learning Organizations
2. Leadership in Society - Content	EHE -- ESEPOL	3312	Conflict, Voice, and Power in Education
2. Leadership in Society - Content	EHE -- ESEPOL	5217	Comparative Perspectives on Education, Globalization, and National Development
2. Leadership in Society - Content	EHE -- ESLTECH *	4270	Technology, Education, and Community-based Programming
2. Leadership in Society - Content	EHE -- ESPHE *	3206	School and Society
2. Leadership in Society - Content	EHE -- ESPHE *	3410	Philosophy of Education
2. Leadership in Society - Content	EHE -- ESPHE *	4403	Ethics and Professional Context of Teaching
2. Leadership in Society - Content	EHE -- ESPHE	5440	Philosophical perspectives on race, education, and citizenship
2. Leadership in Society - Content	EHE -- ESWDE *	5672	Lifelong learning in the adult years
2. Leadership in Society - Content	ENGLISH	3031	Rhetorics of Health, Illness, and Wellness
2. Leadership in Society - Content	ENGLISH	3361	Narrative and Medicine
2. Leadership in Society - Content	GEOG	2400.01	Economic and Social Geography
2. Leadership in Society - Content	GEOG	2400.02	Economic and Social Geography
2. Leadership in Society - Content	GEOG	2500	Cities and their Global Spaces
2. Leadership in Society - Content	GEOG	2750	World Regional Geography
2. Leadership in Society - Content	GEOG	3597.02	World Urbanization
2. Leadership in Society - Content	GEOG	5700	Geography of Development
2. Leadership in Society - Content	HISTORY	2702	Food in World History
2. Leadership in Society - Content	HISTORY	2703	History of Public Health, Medicine, and Disease
2. Leadership in Society - Content	HISTORY	2705	The History of Medicine in Western Society
2. Leadership in Society - Content	HISTORY	3030	History of Ohio
2. Leadership in Society - Content	HISTORY	3080	Slavery in the United States
2. Leadership in Society - Content	HISTORY	3082	Black Americans During the Progressive Era
2. Leadership in Society - Content	HISTORY	3083	Civil Rights and Black Power Movements
2. Leadership in Society - Content	HISTORY	3086	Black Women in Slavery and Freedom
2. Leadership in Society - Content	HISTORY	3701	History of American Medicine
2. Leadership in Society - Content	HISTORY	3704	HIV From Microbiology to Macrohistory

ASC Leadership Major:
Specialization Courses (Skills and Content)

2. Leadership in Society - Content	HISTORY	3708	Vaccines: A Global History
2. Leadership in Society - Content	EHE -- KNISM *	4245	Leadership & Programming in Sports Industry
2. Leadership in Society - Content	EHE -- KNISM *	4615	Sport and Social Values
2. Leadership in Society - Content	EHE -- KNISM	5630	Recreational Sport Leadership
2. Leadership in Society - Content	MICRBIO	3704	HIV From Microbiology to Macrohistory
2. Leadership in Society - Content	MUSIC	3364	Musical Citizenship
2. Leadership in Society - Content	CN -- NURSING *	H&W2102	Optimizing Personal Health, Happiness & Well-being
2. Leadership in Society - Content	CN -- NURSING *	N3798	The Global Sustainable Development Goals: A Focus on Health and Well-being, Cyprus Study Tour
2. Leadership in Society - Content	PHILOS	2344	Human Flourishing in a Global Society
2. Leadership in Society - Content	PHILOS	2456	Philosophy of Sport
2. Leadership in Society - Content	PHILOS	5440	Philosophical Perspectives on Race, Education and Citizenship
2. Leadership in Society - Content	PHILOS	3341 (H)	Ethical Conflicts in Health Care Research, Policy, and Practice
2. Leadership in Society - Content	POLITSC	2120	Follow the Science: The Politics of Health
2. Leadership in Society - Content	POLITSC	3115	Introduction to the Policy Process
2. Leadership in Society - Content	POLITSC	3290	Comparative Public Policy
2. Leadership in Society - Content	POLITSC	4115	Bureaucracy & Public Policy
2. Leadership in Society - Content	POLITSC	4175	Women, Government & Public Policy
2. Leadership in Society - Content	PSYCH	2420	Psychology Applied to Sport
2. Leadership in Society - Content	SLAVIC	2365.01	Sports, Socialists, and Society in Russia and Eastern Europe
2. Leadership in Society - Content	SLAVIC	3340	The East European Immigrant Experience
2. Leadership in Society - Content	SLAVIC	3355.99	Vodka in Russian Society and Culture: Deconstructing Myths
2. Leadership in Society - Content	SLAVIC	4597	The Politics of Difference in Southeast Europe
2. Leadership in Society - Content	SOCIOL	2345	The Social Structure of American Society
2. Leadership in Society - Content	SOCIOL	2463	Social Stratification: Race, Class, and Gender
2. Leadership in Society - Content	SOCIOL	3200	Sociology of Immigration
2. Leadership in Society - Content	SOCIOL	3306	Sociology of Poverty
2. Leadership in Society - Content	SOCIOL	3380	Racial and Ethnic Relations in America
2. Leadership in Society - Content	SOCIOL	3464	Work, Employment, and Society
2. Leadership in Society - Content	SOCIOL	4655	Sociology of Sport
2. Leadership in Society - Content	SPANISH	3005	Career Exploration and Development with Spanish
2. Leadership in Society - Content	THEATRE	3912S	Creation of Outreach Theatre
2. Leadership in Society - Content	THEATRE	4912S	Performance of Outreach Theatre (School Tour)
2. Leadership in Society - Content	THEATRE	5922S	Shakespeare and Autism
2. Leadership in Society - Content	WGSST	2325	Health & Inequality
2. Leadership in Society - Content	WGSST	3306	Gender, Media & New Technologies

ASC Leadership Major:
Specialization Courses (Skills and Content)

2. Leadership in Society - Content	WGSST	3370	Sexualities & Citizenship
2. Leadership in Society - Content	WGSST	4404	Regulating Bodies: Global Sexual Economies
2. Leadership in Society - Content	WGSST	4513	Women, Government & Public Policy
2. Leadership in Society - Content	WGSST	5450	Global Human Trafficking: Realities & Representations
2. Leadership in Society - Content	WGSST	2326S	Feminist Perspectives on Addiction
2. Leadership in Society - Content	WGSST	3300.01S	Feminist Perspectives of Incarceration in the US
2. Leadership in Society - Content	WGSST	4189.01S	Reproductive Rights & Justice
2a. Urban Leadership - Skills	ACCAD	5100	Concept Development for Time-Based Media
2a. Urban Leadership - Skills	ARTSSCI	2400E	Conversations on Morality, Politics, and Society
2a. Urban Leadership - Skills	COMM	2110	Principles of Effective Public Speaking
2a. Urban Leadership - Skills	COMM	2331	Strategic Communication Principles
2a. Urban Leadership - Skills	COMM	2367	Persuasive Communication
2a. Urban Leadership - Skills	COMM	3325	Introduction to Organizational Communication
2a. Urban Leadership - Skills	COMM	3333	Crisis Communication
2a. Urban Leadership - Skills	COMM	3620	Introduction to Interpersonal Communication
2a. Urban Leadership - Skills	COMM	4635	Communication Dynamics in Groups
2a. Urban Leadership - Skills	CPH -- PUBHEHS *	3320	Fundamentals of Environmental Health Risk Assessment
2a. Urban Leadership - Skills	CPH -- PUBHLTH *	5015	Public Health Data Analytics
2a. Urban Leadership - Skills	EHE -- ESHESA *	2570	Team and Organizational Development
2a. Urban Leadership - Skills	EHE -- ESHESA *	2571	Leadership in Community Service
2a. Urban Leadership - Skills	EHE -- ESHESA *	2575	Student Organization Leadership Training
2a. Urban Leadership - Skills	FRIT	3054	Intercultural Competencies
2a. Urban Leadership - Skills	POLITSC	3785	Data Science for the Social & Behavioral Sciences
2a. Urban Leadership - Skills	POLITSC	3780H	Data Visualization
2a. Urban Leadership - Skills	PSYCH	2311	Psychology of Motivation
2a. Urban Leadership - Skills	PSYCH	2376	Interpersonal Relationships
2a. Urban Leadership - Skills	PSYCH	2500	Applied Psychology
2a. Urban Leadership - Skills	PSYCH	3325	Intro to Social Psychology
2a. Urban Leadership - Content	AFAMAST	2218	Black Urban Experience
2a. Urban Leadership - Content	AFAMAST	5240	Race and Public Policy in the U.S.
2a. Urban Leadership - Content	ARTSSCI	3192	Leadership Experiential Learning
2a. Urban Leadership - Content	GEOG	2400.01	Economic and Social Geography
2a. Urban Leadership - Content	GEOG	2400.02	Economic and Social Geography
2a. Urban Leadership - Content	GEOG	2500	Cities and their Global Spaces
2a. Urban Leadership - Content	GEOG	2750	World Regional Geography
2a. Urban Leadership - Content	GEOG	3597.02	World Urbanization
2a. Urban Leadership - Content	HISTORY	3030	History of Ohio

2a. Urban Leadership - Content	HISTORY	3083	Civil Rights and Black Power Movements
2a. Urban Leadership - Content	POLITSC	3115	Introduction to the Policy Process
2a. Urban Leadership - Content	POLITSC	3290	Comparative Public Policy
2a. Urban Leadership - Content	POLITSC	4115	Bureaucracy & Public Policy
2a. Urban Leadership - Content	POLITSC	4175	Women, Government & Public Policy
2a. Urban Leadership - Content	SOCIOL	2345	The Social Structure of American Society
2a. Urban Leadership - Content	SOCIOL	2463	Social Stratification: Race, Class, and Gender
2a. Urban Leadership - Content	SOCIOL	3200	Sociology of Immigration
2a. Urban Leadership - Content	SOCIOL	3306	Sociology of Poverty
2a. Urban Leadership - Content	SOCIOL	3380	Racial and Ethnic Relations in America
2a. Urban Leadership - Content	SOCIOL	3464	Work, Employment, and Society
2a. Urban Leadership - Content	SOCIOL	2367.02	Urban Social Problems
2a. Urban Leadership - Content	WGSST	4513	Women, Government & Public Policy
2b. The Arts Leadership - Skills	ACCAD	5100	Concept Development for Time-Based Media
2b. The Arts Leadership - Skills	ARTSSCI	2400E	Conversations on Morality, Politics, and Society
2b. The Arts Leadership - Skills	COMM	2110	Principles of Effective Public Speaking
2b. The Arts Leadership - Skills	COMM	2331	Strategic Communication Principles
2b. The Arts Leadership - Skills	COMM	2367	Persuasive Communication
2b. The Arts Leadership - Skills	COMM	3325	Introduction to Organizational Communication
2b. The Arts Leadership - Skills	COMM	3333	Crisis Communication
2b. The Arts Leadership - Skills	COMM	3620	Introduction to Interpersonal Communication
2b. The Arts Leadership - Skills	COMM	4635	Communication Dynamics in Groups
2b. The Arts Leadership - Skills	DESIGN	3105	Exploring Design Thinking
2b. The Arts Leadership - Skills	DESIGN	3505	Presentation as Thinking
2b. The Arts Leadership - Skills	EHE -- ESHESA *	2570	Team and Organizational Development
2b. The Arts Leadership - Skills	EHE -- ESHESA *	2575	Student Organization Leadership Training
2b. The Arts Leadership - Skills	ENGLISH	2276	Arts of Persuasion
2b. The Arts Leadership - Skills	ENGLISH	3304	Business and Professional Writing
2b. The Arts Leadership - Skills	ENGLISH	3395	Literature and Leadership
2b. The Arts Leadership - Skills	FRIT	3054	Intercultural Competencies
2b. The Arts Leadership - Skills	POLITSC	3785	Data Science for the Social & Behavioral Sciences
2b. The Arts Leadership - Skills	PSYCH	2311	Psychology of Motivation
2b. The Arts Leadership - Skills	PSYCH	2376	Interpersonal Relationships
2b. The Arts Leadership - Skills	PSYCH	2500	Applied Psychology
2b. The Arts Leadership - Skills	PSYCH	3325	Intro to Social Psychology
2b. The Arts Leadership - Skills	PSYCH	3530	Theories of Personality
2b. The Arts Leadership - Skills	THEATRE	2811	The Craft of Acting
2b. The Arts Leadership - Content	ART	2200	Real and Recorded Time
2b. The Arts Leadership - Content	ART	2300	Two-dimensional Studies
2b. The Arts Leadership - Content	ART	2400	Three-dimensional Studies

2b. The Arts Leadership - Content	ART	3008	Artists as Leaders and Engaged Citizens
2b. The Arts Leadership - Content	ARTEDUC	3680	Exploring the Creative Industry: Art Issues in the 21st Century
2b. The Arts Leadership - Content	ARTEDUC	3681	Managing Non-profit Arts Organizations: Balancing Continuity & Change
2b. The Arts Leadership - Content	ARTEDUC	5670	Public Policy Issues and the Arts
2b. The Arts Leadership - Content	ARTSSCI	3192	Leadership Experiential Learning
2b. The Arts Leadership - Content	ARTEDUC	5674	Creative Sector and Creative Cities
2b. The Arts Leadership - Content	ARTEDUC	5675	International Cultural Relations
2b. The Arts Leadership - Content	ARTEDUC	5676	Arts Advocacy & Interest Groups
2b. The Arts Leadership - Content	ARTEDUC	5682	Nonprofit Arts Institutions, Governance and Board Leadership
2b. The Arts Leadership - Content	ARTEDUC	5683	Developing Arts Careers: Positioning Passion
2b. The Arts Leadership - Content	ARTEDUC	5687	Social World of the Arts
2b. The Arts Leadership - Content	ARTEDUC	5688	Marketing, Communications, and Social Media in Nonprofit Institutions
2b. The Arts Leadership - Content	ARTEDUC	5671	Organizational Leadership in Nonprofit Arts
2b. The Arts Leadership - Content	DANCE	5500	Anti-Racism in the Performing Arts
2b. The Arts Leadership - Content	DANCE	5505	Citizen Artists
2b. The Arts Leadership - Content	DESIGN	2700	Introduction to Design Practice
2b. The Arts Leadership - Content	DESIGN	3105	Exploring Design Thinking
2b. The Arts Leadership - Content	DESIGN	3505	Presentation as Thinking
2b. The Arts Leadership - Content	MUSIC	3364	Musical Citizenship
2b. The Arts Leadership - Content	THEATRE	2811	The Craft of Acting
2c. Health Leadership - Skills	ACCAD	5100	Concept Development for Time-Based Media
2c. Health Leadership - Skills	ARTSSCI	2400E	Conversations on Morality, Politics, and Society
2c. Health Leadership - Skills	COMM	2110	Principles of Effective Public Speaking
2c. Health Leadership - Skills	COMM	2331	Strategic Communication Principles
2c. Health Leadership - Skills	COMM	2367	Persuasive Communication
2c. Health Leadership - Skills	COMM	3325	Introduction to Organizational Communication
2c. Health Leadership - Skills	COMM	3333	Crisis Communication
2c. Health Leadership - Skills	COMM	3620	Introduction to Interpersonal Communication
2c. Health Leadership - Skills	COMM	4635	Communication Dynamics in Groups
2c. Health Leadership - Skills	CPH -- PUBHEHS *	3320	Fundamentals of Environmental Health Risk Assessment
2c. Health Leadership - Skills	CPH -- PUBHLTH *	5015	Public Health Data Analytics
2c. Health Leadership - Skills	DESIGN	3105	Exploring Design Thinking
2c. Health Leadership - Skills	DESIGN	3505	Presentation as Thinking
2c. Health Leadership - Skills	EHE -- ESHESA *	2570	Team and Organizational Development
2c. Health Leadership - Skills	EHE -- ESHESA *	2575	Student Organization Leadership Training

ASC Leadership Major:
Specialization Courses (Skills and Content)

2c. Health Leadership - Skills	ENGLISH	2276	Arts of Persuasion
2c. Health Leadership - Skills	ENGLISH	3395	Literature and Leadership
2c. Health Leadership - Skills	FRIT	3054	Intercultural Competencies
2c. Health Leadership - Skills	POLITSC	3785	Data Science for the Social & Behavioral Sciences
2c. Health Leadership - Skills	PSYCH	2311	Psychology of Motivation
2c. Health Leadership - Skills	PSYCH	2376	Interpersonal Relationships
2c. Health Leadership - Skills	PSYCH	2500	Applied Psychology
2c. Health Leadership - Skills	PSYCH	3325	Intro to Social Psychology
2c. Health Leadership - Skills	PSYCH	3530	Theories of Personality
2c. Health Leadership - Content	ANTHROP	3302	Introduction to Medical Anthropology
2c. Health Leadership - Content	ANTHROP	3340	The Anthropology of Mental Health
2c. Health Leadership - Content	ANTHROP	5601	The Anthropology of Sex, Drugs and HIV
2c. Health Leadership - Content	ANTHROP	5602	Women's Health in Global Perspective
2c. Health Leadership - Content	ARTSSCI	3192	Leadership Experiential Learning
2c. Health Leadership - Content	COMM	4736	Health Communication in Interpersonal Contexts
2c. Health Leadership - Content	COMM	4737	Health Communication in Mass Mediated Contexts
2c. Health Leadership - Content	CPH -- PUBHEHS *	3310	Current Issues in Global Environmental Health
2c. Health Leadership - Content	CPH -- PUBHEHS *	3320	Fundamentals of Environmental Health Risk Assessment
2c. Health Leadership - Content	CPH -- PUBHEPI *	2410	Epidemiology in Public Health
2c. Health Leadership - Content	CPH -- PUBHHBP *	3510	Role of Behavior in Public Health
2c. Health Leadership - Content	CPH -- PUBHHMP *	3610	U.S. & International Health Care
2c. Health Leadership - Content	CPH -- PUBHLTH *	2010	Critical Issues in Global Public Health
2c. Health Leadership - Content	CPH -- PUBHLTH *	5015	Public Health Data Analytics
2c. Health Leadership - Content	CPH -- PUBHLTH *	5325	Principles of Occupational Health
2c. Health Leadership - Content	ENGLISH	3031	Rhetorics of Health, Illness, and Wellness
2c. Health Leadership - Content	ENGLISH	3361	Narrative and Medicine
2c. Health Leadership - Content	HISTORY	2703	History of Public Health, Medicine, and Disease
2c. Health Leadership - Content	HISTORY	2705	The History of Medicine in Western Society
2c. Health Leadership - Content	HISTORY	3701	History of American Medicine
2c. Health Leadership - Content	HISTORY	3704	HIV From Microbiology to Macrohistory
2c. Health Leadership - Content	HISTORY	3708	Vaccines: A Global History
2c. Health Leadership - Content	MICRBIO	3704	HIV From Microbiology to Macrohistory
2c. Health Leadership - Content	CN -- NURSING *	H&W2102	Optimizing Personal Health, Happiness & Well-being

2c. Health Leadership - Content	CN -- NURSING *	N3798	The Global Sustainable Development Goals: A Focus on Health and Well-being, Cyprus Study Tour
2c. Health Leadership - Content	PHILOS	3341 (H)	Ethical Conflicts in Health Care Research, Policy, and Practice
2c. Health Leadership - Content	POLITSC	2120	Follow the Science: The Politics of Health
2c. Health Leadership - Content	WGSST	2325	Health & Inequality
2c. Health Leadership - Content	WGSST	4404	Regulating Bodies: Global Sexual Economies
2c. Health Leadership - Content	WGSST	2326S	Feminist Perspectives on Addiction
2c. Health Leadership - Content	WGSST	4189.01S	Reproductive Rights & Justice
2d. Sports Leadership - Skills	ACCAD	5100	Concept Development for Time-Based Media
2d. Sports Leadership - Skills	ARTSSCI	2400E	Conversations on Morality, Politics, and Society
2d. Sports Leadership - Skills	COMM	2110	Principles of Effective Public Speaking
2d. Sports Leadership - Skills	COMM	2331	Strategic Communication Principles
2d. Sports Leadership - Skills	COMM	2367	Persuasive Communication
2d. Sports Leadership - Skills	COMM	3325	Introduction to Organizational Communication
2d. Sports Leadership - Skills	COMM	3333	Crisis Communication
2d. Sports Leadership - Skills	COMM	3620	Introduction to Interpersonal Communication
2d. Sports Leadership - Skills	COMM	4635	Communication Dynamics in Groups
2d. Sports Leadership - Skills	DESIGN	3105	Exploring Design Thinking
2d. Sports Leadership - Skills	DESIGN	3505	Presentation as Thinking
2d. Sports Leadership - Skills	EHE -- ESHESA *	2570	Team and Organizational Development
2d. Sports Leadership - Skills	EHE -- ESHESA *	2575	Student Organization Leadership Training
2d. Sports Leadership - Skills	ENGLISH	2276	Arts of Persuasion
2d. Sports Leadership - Skills	ENGLISH	3395	Literature and Leadership
2d. Sports Leadership - Skills	FRIT	3054	Intercultural Competencies
2d. Sports Leadership - Skills	POLITSC	3785	Data Science for the Social & Behavioral Sciences
2d. Sports Leadership - Skills	PSYCH	2311	Psychology of Motivation
2d. Sports Leadership - Skills	PSYCH	2376	Interpersonal Relationships
2d. Sports Leadership - Skills	PSYCH	2500	Applied Psychology
2d. Sports Leadership - Skills	PSYCH	3325	Intro to Social Psychology
2d. Sports Leadership - Skills	PSYCH	3530	Theories of Personality
2d. Sports Leadership - Content	AFAMAST	2275	Blackness and the Politics of Sports
2d. Sports Leadership - Content	ARTSSCI	3192	Leadership Experiential Learning
2d. Sports Leadership - Content	COMM	3415	Sports, Media, and Society
2d. Sports Leadership - Content	EHE -- ESHESA *	2210	History of Sport in 19th Century America
2d. Sports Leadership - Content	EHE -- ESHESA *	2211	History of Sport in 20th Century America
2d. Sports Leadership - Content	EHE -- KNISM *	4245	Leadership & Programming in Sports Industry
2d. Sports Leadership - Content	EHE -- KNISM *	4615	Sport and Social Values

2d. Sports Leadership - Content	EHE -- KNISM	5630	Recreational Sport Leadership
2d. Sports Leadership - Content	PHILOS	2456	Philosophy of Sport
2d. Sports Leadership - Content	PSYCH	2420	Psychology Applied to Sport
2d. Sports Leadership - Content	SLAVIC	2365.01	Sports, Socialists, and Society in Russia and Eastern Europe
2d. Sports Leadership - Content	SOCIOL	4655	Sociology of Sport
3. Business & Markets - Skills	ACCAD	5100	Concept Development for Time-Based Media
3. Business & Markets - Skills	ARTSSCI	2400E	Conversations on Morality, Politics, and Society
3. Business & Markets - Skills	COMM	2110	Principles of Effective Public Speaking
3. Business & Markets - Skills	COMM	2131	Business and Professional Speaking
3. Business & Markets - Skills	COMM	2331	Strategic Communication Principles
3. Business & Markets - Skills	COMM	2367	Persuasive Communication
3. Business & Markets - Skills	COMM	3325	Introduction to Organizational Communication
3. Business & Markets - Skills	COMM	3333	Crisis Communication
3. Business & Markets - Skills	COMM	3620	Introduction to Interpersonal Communication
3. Business & Markets - Skills	COMM	4635	Communication Dynamics in Groups
3. Business & Markets - Skills	DESIGN	3105	Exploring Design Thinking
3. Business & Markets - Skills	DESIGN	3505	Presentation as Thinking
3. Business & Markets - Skills	EHE -- ESHESA *	2570	Team and Organizational Development
3. Business & Markets - Skills	EHE -- ESHESA *	2575	Student Organization Leadership Training
3. Business & Markets - Skills	ENGLISH	2276	Arts of Persuasion
3. Business & Markets - Skills	ENGLISH	3304	Business and Professional Writing
3. Business & Markets - Skills	ENGLISH	3395	Literature and Leadership
3. Business & Markets - Skills	FRIT	3054	Intercultural Competencies
3. Business & Markets - Skills	POLITSC	3785	Data Science for the Social & Behavioral Sciences
3. Business & Markets - Skills	PSYCH	2311	Psychology of Motivation
3. Business & Markets - Skills	PSYCH	2376	Interpersonal Relationships
3. Business & Markets - Skills	PSYCH	2500	Applied Psychology
3. Business & Markets - Skills	PSYCH	3325	Intro to Social Psychology
3. Business & Markets - Skills	PSYCH	3530	Theories of Personality
3. Business & Markets - Content	ARTSSCI	3192	Leadership Experiential Learning
3. Business & Markets - Content	COMM	3444	Advertising and Society
3. Business & Markets - Content	COMM	4556	Information Technology and Organizational Communication
3. Business & Markets - Content	ECON	2001	Principles of Microeconomics
3. Business & Markets - Content	ECON	4001	Intermediate Microeconomics
3. Business & Markets - Content	ECON	4130	World Economic Development in Historical Perspective
3. Business & Markets - Content	ECON	4140	Economic History of the Americas
3. Business & Markets - Content	ECON	4400	Elementary Econometrics
3. Business & Markets - Content	ECON	4700	Government and Business
3. Business & Markets - Content	GEOG	2400.01	Economic and Social Geography

3. Business & Markets - Content	GEOG	2400.02	Economic and Social Geography
3. Business & Markets - Content	HISTORY	2010	History of American Capitalism
3. Business & Markets - Content	HISTORY	2040	History of Agriculture and Rural America
3. Business & Markets - Content	HISTORY	2701	History of Technology
3. Business & Markets - Content	HISTORY	2702	Food in World History
3. Business & Markets - Content	HISTORY	2710	History of the Car
3. Business & Markets - Content	HISTORY	3041	American Labor History
3. Business & Markets - Content	HISTORY	3705	History of Capitalism in Comparative and Global Perspective
3. Business & Markets - Content	HISTORY	3706	Coca-Cola Globalization: The History of American Business and Global Environmental Change, 1800-Today
3. Business & Markets - Content	INTSTDS	2500	Intro to Development Studies
3. Business & Markets - Content	INTSTDS	3850	Intro to Globalization
3. Business & Markets - Content	MATH	3618	Theory of Interest
3. Business & Markets - Content	PHILOS	2540	Intro to the Philosophy of Rational Choice
3. Business & Markets - Content	POLITSC	3280	Politics of Markets
3. Business & Markets - Content	POLITSC	3380	Political Analysis of International Economic Relations
3. Business & Markets - Content	PSYCH	xxx (4522)	Organizational Psychology
3. Business & Markets - Content	POLITSC	4282	Politics of Income Inequality
3. Business & Markets - Content	POLITSC	4285	Comparative Politics of the Welfare State
3. Business & Markets - Content	POLITSC	4332	Politics of Globalization
3. Business & Markets - Content	POLITSC	4381	Comparative International Political Economy
3. Business & Markets - Content	SPANISH	3005	Career Exploration and Development with Spanish
3. Business & Markets - Content	WGSST	4525	Feminist Critiques of Markets: Profiting from Inequality
4. Military & Security Studies - Skills	ACCAD	5100	Concept Development for Time-Based Media
4. Military & Security Studies - Skills	ARTSSCI	2400E	Conversations on Morality, Politics, and Society
4. Military & Security Studies - Skills	COMM	2110	Principles of Effective Public Speaking
4. Military & Security Studies - Skills	COMM	2331	Strategic Communication Principles
4. Military & Security Studies - Skills	COMM	2367	Persuasive Communication
4. Military & Security Studies - Skills	COMM	3325	Introduction to Organizational Communication
4. Military & Security Studies - Skills	COMM	3333	Crisis Communication
4. Military & Security Studies - Skills	COMM	3620	Introduction to Interpersonal Communication
4. Military & Security Studies - Skills	COMM	4635	Communication Dynamics in Groups
4. Military & Security Studies - Skills	DESIGN	3105	Exploring Design Thinking
4. Military & Security Studies - Skills	DESIGN	3505	Presentation as Thinking
4. Military & Security Studies - Skills	EHE -- ESHESA *	2570	Team and Organizational Development
4. Military & Security Studies - Skills	EHE -- ESHESA *	2575	Student Organization Leadership Training
4. Military & Security Studies - Skills	ENGLISH	2276	Arts of Persuasion

4. Military & Security Studies - Skills	ENGLISH	3395	Literature and Leadership
4. Military & Security Studies - Skills	FRIT	3054	Intercultural Competencies
4. Military & Security Studies - Skills	POLITSC	3785	Data Science for the Social & Behavioral Sciences
4. Military & Security Studies - Skills	PSYCH	2311	Psychology of Motivation
4. Military & Security Studies - Skills	PSYCH	2376	Interpersonal Relationships
4. Military & Security Studies - Skills	PSYCH	2500	Applied Psychology
4. Military & Security Studies - Skills	PSYCH	3325	Intro to Social Psychology
4. Military & Security Studies - Skills	PSYCH	3530	Theories of Personality
4. Military & Security Studies - Content	ROTC -- AIRSCI *	2101	Team and Leadership Fundamentals, 1
4. Military & Security Studies - Content	ROTC -- AIRSCI *	2102	Team and Leadership Fundamentals, 2
4. Military & Security Studies - Content	ROTC -- AIRSCI *	3101	Leading People and Effective Communication, 1
4. Military & Security Studies - Content	ROTC -- AIRSCI *	3102	Leading People and Effective Communication, 2
4. Military & Security Studies - Content	ROTC -- AIRSCI *	4101	National Security Affairs, 1
4. Military & Security Studies - Content	ROTC -- AIRSCI *	4102	National Security Affairs, 2
4. Military & Security Studies - Content	ARTSSCI	3192	Leadership Experiential Learning
4. Military & Security Studies - Content	COMM	3597.02	Media and Terrorism
4. Military & Security Studies - Content	COMM	3597.1	International Perspectives on Communication
4. Military & Security Studies - Content	GEOG	3600	Space, Power, and Political Geography
4. Military & Security Studies - Content	HISTORY	2500	20th-Century International History
4. Military & Security Studies - Content	HISTORY	2550	History of War
4. Military & Security Studies - Content	HISTORY	2650	The World since 1914
4. Military & Security Studies - Content	HISTORY	3220	The Rise of the Roman Republic
4. Military & Security Studies - Content	HISTORY	3270	History of World War I
4. Military & Security Studies - Content	HISTORY	3314	From Rubber to Coltan: A Long History of Violence and Exploitation in Central Africa
4. Military & Security Studies - Content	HISTORY	3501	U.S. Diplomacy, 1920-Present
4. Military & Security Studies - Content	HISTORY	3550	War in World History, 500-1650
4. Military & Security Studies - Content	HISTORY	3551	War in World History, 1651-1899
4. Military & Security Studies - Content	HISTORY	3552	War in World History, 1900 to the Present
4. Military & Security Studies - Content	HISTORY	3560	American Military History, 1607-1902
4. Military & Security Studies - Content	HISTORY	3561	American Military History, 1902 to the Present
4. Military & Security Studies - Content	HISTORY	3575	The Korean War
4. Military & Security Studies - Content	HISTORY	3580	The Vietnam War
4. Military & Security Studies - Content	HISTORY	3590	Wars of Empire
4. Military & Security Studies - Content	HISTORY	3798.02	The U.S., Europe, and WWII
4. Military & Security Studies - Content	INTSTDS	2800	Intro to Peace Studies
4. Military & Security Studies - Content	INTSTDS	3700	Intro to Intelligence
4. Military & Security Studies - Content	INTSTDS	3701	Intro to Homeland Security
4. Military & Security Studies - Content	INTSTDS	3702	Information Security Management
4. Military & Security Studies - Content	INTSTDS	3703	Ethics in the Information Age

4. Military & Security Studies - Content	INTSTDS	4550	Bioterrorism
4. Military & Security Studies - Content	INTSTDS	4700	Terror & Terrorism
4. Military & Security Studies - Content	INTSTDS	4701	Development & Control of WMD
4. Military & Security Studies - Content	ROTC -- MILSCI *	2001	Leadership and Decision Making
4. Military & Security Studies - Content	ROTC -- MILSCI *	2002	Army Doctrine and Team Development
4. Military & Security Studies - Content	ROTC -- MILSCI *	3001	Training Management and the Warfighting Functions
4. Military & Security Studies - Content	ROTC -- MILSCI *	3002	Applied Leadership in Small Unit Operations
4. Military & Security Studies - Content	ROTC -- MILSCI *	4001	The Army Officer
4. Military & Security Studies - Content	ROTC -- MILSCI *	4002	Company Grade Leadership
4. Military & Security Studies - Content	ROTCH -- NAVALSC *	3510	Evolution of Warfare
4. Military & Security Studies - Content	ROTCH -- NAVALSC *	4110	Leadership and Management
4. Military & Security Studies - Content	ROTCH -- NAVALSC *	4210	Leadership and Ethics
4. Military & Security Studies - Content	ROTCH -- NAVALSC *	4520	Fundamentals of Maneuver Warfare
4. Military & Security Studies - Content	POLITSC	2300	American Foreign Policy
4. Military & Security Studies - Content	POLITSC	3225	Post-Conflict Reconstruction
4. Military & Security Studies - Content	POLITSC	3240	Political Violence
4. Military & Security Studies - Content	POLITSC	3245	Radicalization, Deradicalization, Countering Violent Extremism
4. Military & Security Studies - Content	POLITSC	4249	Domestic Politics of International Conflict
4. Military & Security Studies - Content	POLITSC	4300	Theories of International Relations
4. Military & Security Studies - Content	POLITSC	4305	International Theory
4. Military & Security Studies - Content	POLITSC	4310	Security Policy
4. Military & Security Studies - Content	POLITSC	4315	International Security & the Causes of War
4. Military & Security Studies - Content	POLITSC	4318	Politics of International Terrorism
4. Military & Security Studies - Content	POLITSC	4320	Strategies for War & Peace
4. Military & Security Studies - Content	POLITSC	4326	Russian Foreign Policy
4. Military & Security Studies - Content	POLITSC	4327	Politics in the Middle East
4. Military & Security Studies - Content	POLITSC	4330	Global Governance
4. Military & Security Studies - Content	POLITSC	4331	United Nations System
4. Military & Security Studies - Content	POLITSC	4385	Quantitative Studies of International Conflict
4. Military & Security Studies - Content	POLITSC	4597.01	International Cooperation & Conflict
4. Military & Security Studies - Content	POLITSC	4940	Politics of Immigration
4. Military & Security Studies - Content	POLITSC	3210H	Defense Policy & National Security
4. Military & Security Studies - Content	SOCIOL	3597.01	World Problems in Global Context
4. Military & Security Studies - Content	WGSST	3302	Gender, War & Peacebuilding

ASC Leadership Major:
Specialization Courses (Skills and Content)

5. Social Justice & Civil Rights - Skills	ACCAD	5100	Concept Development for Time-Based Media
5. Social Justice & Civil Rights - Skills	ARTSSCI	2400E	Conversations on Morality, Politics, and Society
5. Social Justice & Civil Rights - Skills	COMM	2110	Principles of Effective Public Speaking
5. Social Justice & Civil Rights - Skills	COMM	2331	Strategic Communication Principles
5. Social Justice & Civil Rights - Skills	COMM	2367	Persuasive Communication
5. Social Justice & Civil Rights - Skills	COMM	3325	Introduction to Organizational Communication
5. Social Justice & Civil Rights - Skills	COMM	3333	Crisis Communication
5. Social Justice & Civil Rights - Skills	COMM	3620	Introduction to Interpersonal Communication
5. Social Justice & Civil Rights - Skills	COMM	4635	Communication Dynamics in Groups
5. Social Justice & Civil Rights - Skills	DESIGN	3105	Exploring Design Thinking
5. Social Justice & Civil Rights - Skills	DESIGN	3505	Presentation as Thinking
5. Social Justice & Civil Rights - Skills	EHE -- ESHESA *	2570	Team and Organizational Development
5. Social Justice & Civil Rights - Skills	EHE -- ESHESA *	2575	Student Organization Leadership Training
5. Social Justice & Civil Rights - Skills	ENGLISH	2276	Arts of Persuasion
5. Social Justice & Civil Rights - Skills	ENGLISH	3395	Literature and Leadership
5. Social Justice & Civil Rights - Skills	FRIT	3054	Intercultural Competencies
5. Social Justice & Civil Rights - Skills	POLITSC	3785	Data Science for the Social & Behavioral Sciences
5. Social Justice & Civil Rights - Skills	PSYCH	2311	Psychology of Motivation
5. Social Justice & Civil Rights - Skills	PSYCH	2376	Interpersonal Relationships
5. Social Justice & Civil Rights - Skills	PSYCH	2500	Applied Psychology
5. Social Justice & Civil Rights - Skills	PSYCH	3325	Intro to Social Psychology
5. Social Justice & Civil Rights - Skills	PSYCH	3530	Theories of Personality
5. Social Justice & Civil Rights - Skills	WGSST	3385	Women in Political Leadership Internship
5. Social Justice & Civil Rights - Content	AFAMAST	2201	Major Readings in African American and African Studies
5. Social Justice & Civil Rights - Content	AFAMAST	2218	Black Urban Experience
5. Social Justice & Civil Rights - Content	AFAMAST	2275	Blackness and the Politics of Sports
5. Social Justice & Civil Rights - Content	AFAMAST	2281	Introduction to African-American Literature
5. Social Justice & Civil Rights - Content	AFAMAST	3080	Slavery in the United States
5. Social Justice & Civil Rights - Content	AFAMAST	3083	Civil Rights and Black Power Movements
5. Social Justice & Civil Rights - Content	AFAMAST	3086	Black Women in Slavery and Freedom
5. Social Justice & Civil Rights - Content	AFAMAST	3230	Black Women: Culture and Politics
5. Social Justice & Civil Rights - Content	AFAMAST	3260	Global Black Cultural Movements
5. Social Justice & Civil Rights - Content	AFAMAST	3310	Global Perspectives on the African Diaspora
5. Social Justice & Civil Rights - Content	AFAMAST	3440	Theorizing Race
5. Social Justice & Civil Rights - Content	AFAMAST	3450	The Art and Politics of Hip-Hop
5. Social Justice & Civil Rights - Content	AFAMAST	4504	Black Politics
5. Social Justice & Civil Rights - Content	AFAMAST	4610	African Americans and the Law
5. Social Justice & Civil Rights - Content	AFAMAST	4921	Intersections: Approaches to Race, Gender, Class, Sexuality

5. Social Justice & Civil Rights - Content	AFAMAST	5240	Race and Public Policy in the U.S.
5. Social Justice & Civil Rights - Content	AFAMAST	5650	Blackness and the Body in Science and Medicine
5. Social Justice & Civil Rights - Content	ANTHROP	3597.01	Crisis! An Anthropological Perspective on Global Issues
5. Social Justice & Civil Rights - Content	ANTHROP	3597.02	Women, Culture and Development
5. Social Justice & Civil Rights - Content	ARTSSCI	3192	Leadership Experiential Learning
5. Social Justice & Civil Rights - Content	CLASS	3210	Classics and African American Political Thought
5. Social Justice & Civil Rights - Content	COMM	3440	Mass Communication and Society
5. Social Justice & Civil Rights - Content	COMM	3442	Violence in Society and Violence in the Media
5. Social Justice & Civil Rights - Content	COMM	3668	Intercultural Communication
5. Social Justice & Civil Rights - Content	COMPSTD	3510	Humanitarianism in Question
5. Social Justice & Civil Rights - Content	COMPSTD	4845	Gender, Sexuality & Science
5. Social Justice & Civil Rights - Content	COMPSTD	4921	Intersections: Approaches to Race, Gender, Class, Sexuality
5. Social Justice & Civil Rights - Content	DANCE	5500	Anti-Racism in the Performing Arts
5. Social Justice & Civil Rights - Content	DANCE	5505	Citizen Artists
5. Social Justice & Civil Rights - Content	EHE -- EDUTL	5005	Equity, Diversity, and Justice in Education
5. Social Justice & Civil Rights - Content	EHE -- ESHESA *	2577	Diversity and Social Justice in Leadership
5. Social Justice & Civil Rights - Content	EHE -- ESHESA *	4239	Leadership for Social Change
5. Social Justice & Civil Rights - Content	EHE -- ESEPOL	3312	Conflict, Voice, and Power in Education
5. Social Justice & Civil Rights - Content	EHE -- ESEPOL	5217	Comparative Perspectives on Education, Globalization, and National Development
5. Social Justice & Civil Rights - Content	EHE -- ESPHE	5440	Philosophical perspectives on race, education, and citizenship
5. Social Justice & Civil Rights - Content	ENGLISH	2281	Introduction to African-American Literature
5. Social Justice & Civil Rights - Content	ENGLISH	2282	Introduction to Queer Studies
5. Social Justice & Civil Rights - Content	ENGLISH	2367.06	Composing Disability in the U.S.
5. Social Justice & Civil Rights - Content	ENGLISH	2581	Introduction to U.S. Ethnic Literatures
5. Social Justice & Civil Rights - Content	ENGLISH	4580	Special Topics in LGBTQ Literatures and Cultures
5. Social Justice & Civil Rights - Content	ENGLISH	4581	Special Topics in U.S. Ethnic Literatures
5. Social Justice & Civil Rights - Content	ENGLISH	4582	Special Topics in African-American Literature
5. Social Justice & Civil Rights - Content	ENGLISH	4586	Studies in American Indian Literature and Culture
5. Social Justice & Civil Rights - Content	ENGLISH	4587	Studies in Asian American Literature and Culture
5. Social Justice & Civil Rights - Content	ENGLISH	4588	Studies in Latino/a Literature and Culture
5. Social Justice & Civil Rights - Content	ENGLISH	4597.01	The Disability Experience in the Contemporary World
5. Social Justice & Civil Rights - Content	ENGLISH	2367.07S	Literacy Narratives of Black Columbus
5. Social Justice & Civil Rights - Content	GEOG	2400.01	Economic and Social Geography

5. Social Justice & Civil Rights - Content	GEOG	2400.02	Economic and Social Geography
5. Social Justice & Civil Rights - Content	GEOG	2500	Cities and their Global Spaces
5. Social Justice & Civil Rights - Content	GEOG	3701	The Making of the Modern World
5. Social Justice & Civil Rights - Content	GEOG	3800	Geographical Perspectives on Environment and Society
5. Social Justice & Civil Rights - Content	GEOG	5502	The Smart Neoliberal City
5. Social Justice & Civil Rights - Content	HISTORY	2080	African American History to 1877
5. Social Justice & Civil Rights - Content	HISTORY	2081	African American History from 1877
5. Social Justice & Civil Rights - Content	HISTORY	2752	Social Reform Movements in U.S. History
5. Social Justice & Civil Rights - Content	HISTORY	3041	American Labor History
5. Social Justice & Civil Rights - Content	HISTORY	3070	Native American History from European Contact to Removal, 1560-1820
5. Social Justice & Civil Rights - Content	HISTORY	3071	Native American History from Removal to the Present
5. Social Justice & Civil Rights - Content	HISTORY	3080	Slavery in the United States
5. Social Justice & Civil Rights - Content	HISTORY	3082	Black Americans During the Progressive Era
5. Social Justice & Civil Rights - Content	HISTORY	3083	Civil Rights and Black Power Movements
5. Social Justice & Civil Rights - Content	HISTORY	3086	Black Women in Slavery and Freedom
5. Social Justice & Civil Rights - Content	HISTORY	3352	Marginal Groups in the Non-Western World
5. Social Justice & Civil Rights - Content	HISTORY	3620	LGBT History in the U.S., 1940 to the Present
5. Social Justice & Civil Rights - Content	HISTORY	3675	How to Stage a Revolution
5. Social Justice & Civil Rights - Content	LING	3601	Language, Race & Ethnicity in the US
5. Social Justice & Civil Rights - Content	LING	3605	Language and Social Justice
5. Social Justice & Civil Rights - Content	LING	4602	Language & Social Identity in the US
5. Social Justice & Civil Rights - Content	LING	3606H	Language, Sex & Gender in American Culture
5. Social Justice & Civil Rights - Content	MATH	2110S	Intersections of Mathematics and Society: Hidden Figures
5. Social Justice & Civil Rights - Content	PHILOS	3420	Philosophical Perspectives on Issues of Gender
5. Social Justice & Civil Rights - Content	PHILOS	3440	Theorizing Race
5. Social Justice & Civil Rights - Content	PHILOS	5400	Advanced Political and Social Philosophy
5. Social Justice & Civil Rights - Content	PHILOS	5420	Philosophical Topics in Feminist Theory
5. Social Justice & Civil Rights - Content	PHILOS	5440	Philosophical Perspectives on Race, Education and Citizenship
5. Social Justice & Civil Rights - Content	POLITSC	3420	Political Theories of Democracy
5. Social Justice & Civil Rights - Content	POLITSC	3430	Political Theories of Freedom
5. Social Justice & Civil Rights - Content	POLITSC	3440	Political Theories of Justice
5. Social Justice & Civil Rights - Content	POLITSC	3450	Ethics & Public Policy
5. Social Justice & Civil Rights - Content	POLITSC	3460	Global Justice
5. Social Justice & Civil Rights - Content	POLITSC	3910	Identity Politics
5. Social Justice & Civil Rights - Content	POLITSC	4136	Civil Liberties
5. Social Justice & Civil Rights - Content	POLITSC	4140	Black Politics
5. Social Justice & Civil Rights - Content	POLITSC	4143	Race, Ethnicity & American Politics

5. Social Justice & Civil Rights - Content	POLITSC	4170	Gender & Politics
5. Social Justice & Civil Rights - Content	POLITSC	4282	Politics of Income Inequality
5. Social Justice & Civil Rights - Content	POLITSC	4285	Comparative Politics of the Welfare State
5. Social Justice & Civil Rights - Content	POLITSC	4332	Politics of Globalization
5. Social Justice & Civil Rights - Content	POLITSC	4455	Human Rights
5. Social Justice & Civil Rights - Content	POLITSC	4465	Feminist Political Theory
5. Social Justice & Civil Rights - Content	POLITSC	4597.03	Gender & Democracy in the Contemporary World
5. Social Justice & Civil Rights - Content	PSYCH	3375	Stereotyping and Prejudice
5. Social Justice & Civil Rights - Content	SLAVIC	2995.99	Race and Gender in Eastern Europe and the US: A Transatlantic Comparison
5. Social Justice & Civil Rights - Content	SLAVIC	3320	Queer Comrades: Sexual Citizenship and LGBTQ Lives in Eastern Europe
5. Social Justice & Civil Rights - Content	SLAVIC	3340	The East European Immigrant Experience
5. Social Justice & Civil Rights - Content	SLAVIC	4597	The Politics of Difference in Southeast Europe
5. Social Justice & Civil Rights - Content	SLAVIC	5450	Global Human Trafficking: Realities and Representations
5. Social Justice & Civil Rights - Content	SLAVIC	3xxx	Riots, Rights, and Resistance: Feminist Movements in Slavic, East European and Eurasian Contexts
5. Social Justice & Civil Rights - Content	SOCIOL	2463	Social Stratification: Race, Class, and Gender
5. Social Justice & Civil Rights - Content	SOCIOL	3200	Sociology of Immigration
5. Social Justice & Civil Rights - Content	SOCIOL	3306	Sociology of Poverty
5. Social Justice & Civil Rights - Content	SOCIOL	3380	Racial and Ethnic Relations in America
5. Social Justice & Civil Rights - Content	SOCIOL	2367.02	Urban Social Problems
5. Social Justice & Civil Rights - Content	SPANISH	3005	Career Exploration and Development with Spanish
5. Social Justice & Civil Rights - Content	THEATRE	5922S	Shakespeare and Autism
5. Social Justice & Civil Rights - Content	WGSST	2325	Health & Inequality
5. Social Justice & Civil Rights - Content	WGSST	2400	Higher Powers: Feminisms & Religion
5. Social Justice & Civil Rights - Content	WGSST	3200	Breaking the Law: An Introduction to Gender Justice
5. Social Justice & Civil Rights - Content	WGSST	3302	Gender, War & Peacebuilding
5. Social Justice & Civil Rights - Content	WGSST	3306	Gender, Media & New Technologies
5. Social Justice & Civil Rights - Content	WGSST	3370	Sexualities & Citizenship
5. Social Justice & Civil Rights - Content	WGSST	3385	Women in Political Leadership Internship
5. Social Justice & Civil Rights - Content	WGSST	3505	Transnational Feminisms
5. Social Justice & Civil Rights - Content	WGSST	3530	Women, Environment & Development
5. Social Justice & Civil Rights - Content	WGSST	4402	Black Women: Representations, Politics & Power
5. Social Justice & Civil Rights - Content	WGSST	4404	Regulating Bodies: Global Sexual Economies
5. Social Justice & Civil Rights - Content	WGSST	4465	Feminist Political Theory
5. Social Justice & Civil Rights - Content	WGSST	4513	Women, Government & Public Policy
5. Social Justice & Civil Rights - Content	WGSST	4520	Women of Color & Social Activism
5. Social Justice & Civil Rights - Content	WGSST	4524	Women & Work

5. Social Justice & Civil Rights - Content	WGSST	4525	Feminist Critiques of Markets: Profiting from Inequality
5. Social Justice & Civil Rights - Content	WGSST	4597	Gender & Democracy in the Contemporary World
5. Social Justice & Civil Rights - Content	WGSST	4845	Gender, Sexuality & Science
5. Social Justice & Civil Rights - Content	WGSST	4921	Intersections: Approaches to Race, Gender, Class & Sexuality
5. Social Justice & Civil Rights - Content	WGSST	5450	Global Human Trafficking: Realities & Representations
5. Social Justice & Civil Rights - Content	WGSST	2326S	Feminist Perspectives on Addiction
5. Social Justice & Civil Rights - Content	WGSST	3300.01S	Feminist Perspectives of Incarceration in the US
5. Social Justice & Civil Rights - Content	WGSST	4189.01S	Reproductive Rights & Justice
6. Science & Innovation - Skills	ACCAD	5100	Concept Development for Time-Based Media
6. Science & Innovation - Skills	ANTHROP	5505	Wicked Science
6. Science & Innovation - Skills	ANTHROP	5510	Interdisciplinary Team Science
6. Science & Innovation - Skills	ARTSSCI	2400E	Conversations on Morality, Politics, and Society
6. Science & Innovation - Skills	COMM	2110	Principles of Effective Public Speaking
6. Science & Innovation - Skills	COMM	2331	Strategic Communication Principles
6. Science & Innovation - Skills	COMM	2367	Persuasive Communication
6. Science & Innovation - Skills	COMM	3325	Introduction to Organizational Communication
6. Science & Innovation - Skills	COMM	3333	Crisis Communication
6. Science & Innovation - Skills	COMM	3620	Introduction to Interpersonal Communication
6. Science & Innovation - Skills	COMM	4635	Communication Dynamics in Groups
6. Science & Innovation - Skills	DESIGN	3105	Exploring Design Thinking
6. Science & Innovation - Skills	DESIGN	3505	Presentation as Thinking
6. Science & Innovation - Skills	EEOB	5505	Wicked Science
6. Science & Innovation - Skills	EEOB	5510	Interdisciplinary Team Science
6. Science & Innovation - Skills	EHE -- ESHESA *	2570	Team and Organizational Development
6. Science & Innovation - Skills	EHE -- ESHESA *	2575	Student Organization Leadership Training
6. Science & Innovation - Skills	ENGLISH	2276	Arts of Persuasion
6. Science & Innovation - Skills	ENGLISH	3305	Technical Writing
6. Science & Innovation - Skills	ENGLISH	3395	Literature and Leadership
6. Science & Innovation - Skills	FRIT	3054	Intercultural Competencies
6. Science & Innovation - Skills	LING	5700	Training in Science Education Outreach
6. Science & Innovation - Skills	PSYCH	2311	Psychology of Motivation
6. Science & Innovation - Skills	PSYCH	2376	Interpersonal Relationships
6. Science & Innovation - Skills	PSYCH	2500	Applied Psychology
6. Science & Innovation - Skills	PSYCH	3325	Intro to Social Psychology
6. Science & Innovation - Skills	PSYCH	3530	Theories of Personality
6. Science & Innovation - Content	AFAMAST	5650	Blackness and the Body in Science and Medicine
6. Science & Innovation - Content	ANTHROP	3623	Environmental Anthropology
6. Science & Innovation - Content	ARTSSCI	3192	Leadership Experiential Learning

6. Science & Innovation - Content	CHEM	3301	Science and Policy of Drug Development
6. Science & Innovation - Content	COMM	3554	Social Implications of Communication Technology
6. Science & Innovation - Content	COMM	3558	Social Media
6. Science & Innovation - Content	COMM	4556	Information Technology and Organizational Communication
6. Science & Innovation - Content	COMPSTD	2340	Intro to Cultures of Science & Technology
6. Science & Innovation - Content	COMPSTD	2341	Technology, Science and Society
6. Science & Innovation - Content	COMPSTD	2367.04	Science & Technology in American Culture
6. Science & Innovation - Content	COMPSTD	4597.01	Global Studies of Science and Technology
6. Science & Innovation - Content	COMPSTD	4845	Gender, Sexuality & Science
6. Science & Innovation - Content	DESIGN	2700	Introduction to Design Practice
6. Science & Innovation - Content	DESIGN	3305	Visualization as Thinking
6. Science & Innovation - Content	EARTHSC	2122	Climate and Life over Billions of Years on Earth
6. Science & Innovation - Content	EARTHSC	2155	Energy and Environment
6. Science & Innovation - Content	EARTHSC	2203	Environment and Geoscience
6. Science & Innovation - Content	EARTHSC	2204	Exploring Water Issues
6. Science & Innovation - Content	EARTHSC	2210	Energy, Mineral Resources, and Society
6. Science & Innovation - Content	EARTHSC	2911	The Climate Crisis
6. Science & Innovation - Content	EARTHSC	3411	Water Security for the 21st Century
6. Science & Innovation - Content	EARTHSC	3530	Learning from Disasters: Extreme Events and their Impact on Infrastructure, Engineering, and Society
6. Science & Innovation - Content	EARTHSC	4425	Energy Resources and Sustainability
6. Science & Innovation - Content	EARTHSC	5663	Global Change and Sustainability
6. Science & Innovation - Content	EEOB	2911	The Climate Crisis
6. Science & Innovation - Content	EEOB	5320	Society and Evolution
6. Science & Innovation - Content	EHE -- ESHESA *	3221	Leadership and Innovation
6. Science & Innovation - Content	EHE -- ESLTECH *	4270	Technology, Education, and Community-based Programming
6. Science & Innovation - Content	ENGLISH	3360	Ecopoetics
6. Science & Innovation - Content	ENGLISH	3597.03	Environmental Citizenship
6. Science & Innovation - Content	ENGLISH	4321	Environmental Literatures, Cultures, and Media
6. Science & Innovation - Content	GEOG	2800	Our Global Environment
6. Science & Innovation - Content	GEOG	3597.02	World Urbanization
6. Science & Innovation - Content	GEOG	3800	Geographical Perspectives on Environment and Society
6. Science & Innovation - Content	GEOG	3801	Political Ecology
6. Science & Innovation - Content	GEOG	3900	Global Climate Change: Causes and Consequences
6. Science & Innovation - Content	GEOG	5200	Cartography and Map Design
6. Science & Innovation - Content	HISTORY	2040	History of Agriculture and Rural America
6. Science & Innovation - Content	HISTORY	2700	Global Environmental History

6. Science & Innovation - Content	HISTORY	2701	History of Technology
6. Science & Innovation - Content	HISTORY	2702	Food in World History
6. Science & Innovation - Content	HISTORY	2703	History of Public Health, Medicine, and Disease
6. Science & Innovation - Content	HISTORY	2704	Water: A Human History
6. Science & Innovation - Content	HISTORY	2710	History of the Car
6. Science & Innovation - Content	HISTORY	2711	History of Nuclear Energy
6. Science & Innovation - Content	HISTORY	2911	The Climate Crisis
6. Science & Innovation - Content	HISTORY	3700	American Environmental History
6. Science & Innovation - Content	HISTORY	3704	HIV From Microbiology to Macrohistory
6. Science & Innovation - Content	HISTORY	3706	Coca-Cola Globalization: The History of American Business and Global Environmental Change, 1800-Today
6. Science & Innovation - Content	HISTORY	3711	Science and Society in Europe, from Copernicus to Newton
6. Science & Innovation - Content	HISTORY	3712	Science and Society in Europe, from Newton to Hawking
6. Science & Innovation - Content	HISTORY	3724	History of the Arctic
6. Science & Innovation - Content	LING	3803	Ethics of Language Technology
6. Science & Innovation - Content	MICRBIO	3704	HIV From Microbiology to Macrohistory
6. Science & Innovation - Content	PHILOS	2332	Engineering Ethics for a Diverse and Just World
6. Science & Innovation - Content	PHILOS	2338	Computing Ethics for a Just and Diverse World
6. Science & Innovation - Content	PHILOS	2340	The Future of Humanity
6. Science & Innovation - Content	PHILOS	2342	Environmental Ethics
6. Science & Innovation - Content	PHILOS	2650	Intro to the Philosophy of Science
6. Science & Innovation - Content	POLITSC	4335E	International Environmental Politics
6. Science & Innovation - Content	WGSST	3530	Women, Environment & Development
6. Science & Innovation - Content	WGSST	4845	Gender, Sexuality & Science
6a. Environmental Leadership - Skills	ACCAD	5100	Concept Development for Time-Based Media
6a. Environmental Leadership - Skills	ANTHROP	5505	Wicked Science
6a. Environmental Leadership - Skills	ANTHROP	5510	Interdisciplinary Team Science
6a. Environmental Leadership - Skills	ARTSSCI	2400E	Conversations on Morality, Politics, and Society
6a. Environmental Leadership - Skills	COMM	2110	Principles of Effective Public Speaking
6a. Environmental Leadership - Skills	COMM	2331	Strategic Communication Principles
6a. Environmental Leadership - Skills	COMM	2367	Persuasive Communication
6a. Environmental Leadership - Skills	COMM	3325	Introduction to Organizational Communication
6a. Environmental Leadership - Skills	COMM	3333	Crisis Communication
6a. Environmental Leadership - Skills	COMM	3620	Introduction to Interpersonal Communication
6a. Environmental Leadership - Skills	COMM	4635	Communication Dynamics in Groups
6a. Environmental Leadership - Skills	DESIGN	3105	Exploring Design Thinking
6a. Environmental Leadership - Skills	DESIGN	3505	Presentation as Thinking
6a. Environmental Leadership - Skills	EEOB	5505	Wicked Science
6a. Environmental Leadership - Skills	EEOB	5510	Interdisciplinary Team Science
6a. Environmental Leadership - Skills	EHE -- ESHESA *	2570	Team and Organizational Development

ASC Leadership Major:
Specialization Courses (Skills and Content)

6a. Environmental Leadership - Skills	EHE -- ESHESA *	2575	Student Organization Leadership Training
6a. Environmental Leadership - Skills	ENGLISH	2276	Arts of Persuasion
6a. Environmental Leadership - Skills	ENGLISH	3305	Technical Writing
6a. Environmental Leadership - Skills	ENGLISH	3395	Literature and Leadership
6a. Environmental Leadership - Skills	FRIT	3054	Intercultural Competencies
6a. Environmental Leadership - Skills	LING	5700	Training in Science Education Outreach
6a. Environmental Leadership - Skills	PSYCH	2311	Psychology of Motivation
6a. Environmental Leadership - Skills	PSYCH	2376	Interpersonal Relationships
6a. Environmental Leadership - Skills	PSYCH	2500	Applied Psychology
6a. Environmental Leadership - Skills	PSYCH	3325	Intro to Social Psychology
6a. Environmental Leadership - Skills	PSYCH	3530	Theories of Personality
6a. Environmental Leadership - Content	ANTHROP	3623	Environmental Anthropology
6a. Environmental Leadership - Content	ARTSSCI	3192	Leadership Experiential Learning
6a. Environmental Leadership - Content	COMM	3340	Principles of Environmental Campaigns
6a. Environmental Leadership - Content	EARTHSC	2122	Climate and Life over Billions of Years on Earth
6a. Environmental Leadership - Content	EARTHSC	2155	Energy and Environment
6a. Environmental Leadership - Content	EARTHSC	2203	Environment and Geoscience
6a. Environmental Leadership - Content	EARTHSC	2204	Exploring Water Issues
6a. Environmental Leadership - Content	EARTHSC	2210	Energy, Mineral Resources, and Society
6a. Environmental Leadership - Content	EARTHSC	2911	The Climate Crisis
6a. Environmental Leadership - Content	EARTHSC	3411	Water Security for the 21st Century
6a. Environmental Leadership - Content	EARTHSC	3530	Learning from Disasters: Extreme Events and their Impact on Infrastructure, Engineering, and Society
6a. Environmental Leadership - Content	EARTHSC	4425	Energy Resources and Sustainability
6a. Environmental Leadership - Content	EARTHSC	5663	Global Change and Sustainability
6a. Environmental Leadership - Content	EEOB	2911	The Climate Crisis
6a. Environmental Leadership - Content	EEOB	5320	Society and Evolution
6a. Environmental Leadership - Content	EEOB	5505	Wicked Science
6a. Environmental Leadership - Content	EEOB	5510	Interdisciplinary Team Science
6a. Environmental Leadership - Content	ENGLISH	3360	Ecopoetics
6a. Environmental Leadership - Content	ENGLISH	3597.03	Environmental Citizenship
6a. Environmental Leadership - Content	ENGLISH	4321	Environmental Literatures, Cultures, and Media
6a. Environmental Leadership - Content	GEOG	3597.02	World Urbanization
6a. Environmental Leadership - Content	GEOG	3800	Geographical Perspectives on Environment and Society
6a. Environmental Leadership - Content	HISTORY	2040	History of Agriculture and Rural America
6a. Environmental Leadership - Content	HISTORY	2700	Global Environmental History
6a. Environmental Leadership - Content	HISTORY	2702	Food in World History
6a. Environmental Leadership - Content	HISTORY	2704	Water: A Human History
6a. Environmental Leadership - Content	HISTORY	2710	History of the Car
6a. Environmental Leadership - Content	HISTORY	2711	History of Nuclear Energy
6a. Environmental Leadership - Content	HISTORY	2911	The Climate Crisis
6a. Environmental Leadership - Content	HISTORY	3700	American Environmental History

ASC Leadership Major:
Specialization Courses (Skills and Content)

6a. Environmental Leadership - Content	HISTORY	3706	Coca-Cola Globalization: The History of American Business and Global Environmental Change, 1800-Today
6a. Environmental Leadership - Content	HISTORY	3724	History of the Arctic
6a. Environmental Leadership - Content	PHILOS	2342	Environmental Ethics
6a. Environmental Leadership - Content	PHYSICS	2367	Uses of Science in Solving Problems of Society
6a. Environmental Leadership - Content	POLITSC	4335E	International Environmental Politics
6a. Environmental Leadership - Content	WGSST	3530	Women, Environment & Development
6b. Innovation Leadership - Skills	ACCAD	5100	Concept Development for Time-Based Media
6b. Innovation Leadership - Skills	ANTHROP	5505	Wicked Science
6b. Innovation Leadership - Skills	ANTHROP	5510	Interdisciplinary Team Science
6b. Innovation Leadership - Skills	ARTSSCI	2400E	Conversations on Morality, Politics, and Society
6b. Innovation Leadership - Skills	COMM	2110	Principles of Effective Public Speaking
6b. Innovation Leadership - Skills	COMM	2331	Strategic Communication Principles
6b. Innovation Leadership - Skills	COMM	2367	Persuasive Communication
6b. Innovation Leadership - Skills	COMM	3325	Introduction to Organizational Communication
6b. Innovation Leadership - Skills	COMM	3333	Crisis Communication
6b. Innovation Leadership - Skills	COMM	3620	Introduction to Interpersonal Communication
6b. Innovation Leadership - Skills	COMM	4635	Communication Dynamics in Groups
6b. Innovation Leadership - Skills	DESIGN	3105	Exploring Design Thinking
6b. Innovation Leadership - Skills	DESIGN	3505	Presentation as Thinking
6b. Innovation Leadership - Skills	EEOB	5505	Wicked Science
6b. Innovation Leadership - Skills	EEOB	5510	Interdisciplinary Team Science
6b. Innovation Leadership - Skills	EHE -- ESHESA *	2570	Team and Organizational Development
6b. Innovation Leadership - Skills	EHE -- ESHESA *	2575	Student Organization Leadership Training
6b. Innovation Leadership - Skills	ENGLISH	2276	Arts of Persuasion
6b. Innovation Leadership - Skills	ENGLISH	3305	Technical Writing
6b. Innovation Leadership - Skills	ENGLISH	3395	Literature and Leadership
6b. Innovation Leadership - Skills	FRIT	3054	Intercultural Competencies
6b. Innovation Leadership - Skills	LING	5700	Training in Science Education Outreach
6b. Innovation Leadership - Skills	PSYCH	2311	Psychology of Motivation
6b. Innovation Leadership - Skills	PSYCH	2376	Interpersonal Relationships
6b. Innovation Leadership - Skills	PSYCH	2500	Applied Psychology
6b. Innovation Leadership - Skills	PSYCH	3325	Intro to Social Psychology
6b. Innovation Leadership - Skills	PSYCH	3530	Theories of Personality
6b. Innovation Leadership - Content	ARTSSCI	3192	Leadership Experiential Learning
6b. Innovation Leadership - Content	CHEM	3301	Science and Policy of Drug Development
6b. Innovation Leadership - Content	COMPSTD	2340	Intro to Cultures of Science & Technology
6b. Innovation Leadership - Content	COMPSTD	2341	Technology, Science and Society
6b. Innovation Leadership - Content	COMPSTD	2367.04	Science & Technology in American Culture

ASC Leadership Major:
Specialization Courses (Skills and Content)

6b. Innovation Leadership - Content	COMPSTD	4597.01	Global Studies of Science and Technology
6b. Innovation Leadership - Content	DESIGN	2700	Introduction to Design Practice
6b. Innovation Leadership - Content	DESIGN	3105	Exploring Design Thinking
6b. Innovation Leadership - Content	DESIGN	3305	Visualization as Thinking
6b. Innovation Leadership - Content	DESIGN	3505	Presentation as Thinking
6b. Innovation Leadership - Content	EEOB	5505	Wicked Science
6b. Innovation Leadership - Content	EHE -- ESHESA *	3221	Leadership and Innovation
6b. Innovation Leadership - Content	ENGLISH	3305	Technical Writing
6b. Innovation Leadership - Content	HISTORY	2701	History of Technology
6b. Innovation Leadership - Content	HISTORY	2702	Food in World History
6b. Innovation Leadership - Content	HISTORY	2710	History of the Car
6b. Innovation Leadership - Content	HISTORY	2711	History of Nuclear Energy
6b. Innovation Leadership - Content	HISTORY	3706	Coca-Cola Globalization: The History of American Business and Global Environmental Change, 1800-Today
6b. Innovation Leadership - Content	HISTORY	3711	Science and Society in Europe, from Copernicus to Newton
6b. Innovation Leadership - Content	HISTORY	3724	History of the Arctic
6b. Innovation Leadership - Content	PHILOS	2340	The Future of Humanity
6b. Innovation Leadership - Content	PHYSICS	2367	Uses of Science in Solving Problems of Society
6b. Innovation Leadership - Content	WGSST	4845	Gender, Sexuality & Science

Appendix III.

Sample Four-Year Plan

ASC Leadership Major Four-Year Plan

AU1	Non-Major Requirement	Major Requirement	Credits
ASC 1100.xx	First Year Survey		1
GEN Math / Analysis	GEN Math / Analysis		3
World Language 1101	World Language College Requirement		4
GEN LVPA	GEN LVPA		3
GEN Writing and Info Literacy	GEN Writing and Info Literacy		3
SP1			
GEN Launch Seminar	GEN Bookend		1
HISTORY 3676 (Core)	**GEN Citizenship 1**	**Leadership Major - Core (1), Embedded Advanced Writing**	**3**
Leadership Skills 1		**Leadership Major - Specialization: Skills (1)**	**3**
GEN Citizenship	GEN Citizenship 2		3
World Language 1102	World Language College Requirement		4
Gen HCS	GEN HCS		3
AU2			
WGSS 4403 (Core)		**Leadership Major - Core (2)**	**3**
Leadership Content 1		**Leadership Major - Specialization: Content (1)**	**3**
World Language 1103	World Language College Requirement		4
GEN REGD	GEN REGD		3
Elective		Elective	3
SP2			
PHIL 2390 (Core)		**Leadership Major - Core (3)**	**3**
Leadership Skills 2		**Leadership Major - Specialization: Skills (2)**	**3**
GEN Natural Sciences	GEN Natural Sciences		4
Elective			3
Elective			3
AU3			
AAEP 5671 (Core)		**Leadership Major - Core (4)**	**3**
Leadership Skills 3		**Leadership Major - Specialization: Skills (3)**	**3**
GEN SBS	GEN SBS		3
Elective			3
Elective			3
SP3			
Leadership Content 2		**Leader Major - Specialization: Content (2)**	**3**
GEN Theme	Gen Theme 1		3
Elective			3
Elective			3
Elective			3
AU4			
ASC 3192 (Content)		**Major - Specialization: Content (3)**	**3**
GEN Theme	GEN Theme 2		3
GEN Reflections	GEN Bookend		1
Elective	Elective		3
Elective			3
SP4			
Leadership Capstone		**Major - Capstone, Embedded Data Analysis, Technology**	**3**
Elective			3
Elective			3
Elective			3
Elective			3
		Total Credits	**121**
		Major Credits	**33**

Appendix IV.

Curriculum Map

ASC Leadership Major Curriculum Map

Unit	Course Number	Course Title	1. History & Theory	2. Ethical Issues	3. Diverse World	4. Practice	5. Context
ACCAD	5100	Concept Development for Time-Based Media				Advanced	Advanced
AFAMAST	2201	Major Readings in African American and African Studies		Intermediate	Intermediate		Intermediate
AFAMAST	2218	Black Urban Experience		Intermediate	Intermediate		Intermediate
AFAMAST	2275	Blackness and the Politics of Sports		Intermediate	Intermediate		Intermediate
AFAMAST	2281	Introduction to African-American Literature		Intermediate	Intermediate		Intermediate
AFAMAST	3080	Slavery in the United States		Upper Intermediate	Upper Intermediate		Upper Intermediate
AFAMAST	3083	Civil Rights and Black Power Movements	Upper Intermediate	Upper Intermediate	Upper Intermediate		Upper Intermediate
AFAMAST	3086	Black Women in Slavery and Freedom	Upper Intermediate	Upper Intermediate	Upper Intermediate		Upper Intermediate
AFAMAST	3230	Black Women: Culture and Politics		Upper Intermediate	Upper Intermediate		Upper Intermediate
AFAMAST	3260	Global Black Cultural Movements		Upper Intermediate	Upper Intermediate		Upper Intermediate
AFAMAST	3310	Global Perspectives on the African Diaspora		Upper Intermediate	Upper Intermediate		Upper Intermediate
AFAMAST	3440	Theorizing Race		Upper Intermediate	Upper Intermediate	Upper Intermediate	Upper Intermediate
AFAMAST	3450	The Art and Politics of Hip-Hop		Upper Intermediate	Upper Intermediate		Upper Intermediate
AFAMAST	4504	Black Politics	Advanced	Advanced	Advanced		Advanced
AFAMAST	4610	African Americans and the Law	Advanced	Advanced	Advanced		Advanced
AFAMAST	4921	Intersections: Approaches to Race, Gender, Class, Sexuality		Advanced	Advanced		
AFAMAST	5240	Race and Public Policy in the U.S.	Advanced	Advanced	Advanced		Advanced
AFAMAST	5650	Blackness and the Body in Science and Medicine	Advanced	Advanced	Advanced		Advanced
ANTHROP	3302	Introduction to Medical Anthropology		Upper Intermediate	Upper Intermediate		Intermediate
ANTHROP	3340	The Anthropology of Mental Health		Upper Intermediate	Upper Intermediate		Intermediate

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ANTHROP	3597.01	Crisis! An Anthropological Perspective on Global Issues		Upper Intermediate	Upper Intermediate		Intermediate
ANTHROP	3597.02	Women, Culture and Development		Upper Intermediate	Upper Intermediate		Intermediate
ANTHROP	3623	Environmental Anthropology		Upper Intermediate	Upper Intermediate		Intermediate
ANTHROP	5505	Wicked Science		Upper Intermediate	Upper Intermediate	Upper Intermediate	Upper Intermediate
ANTHROP	5510	Interdisciplinary Team Science		Upper Intermediate	Upper Intermediate	Upper Intermediate	Upper Intermediate
ANTHROP	5601	The Anthropology of Sex, Drugs and HIV		Upper Intermediate	Upper Intermediate		Intermediate
ANTHROP	5602	Women's Health in Global Perspective		Upper Intermediate	Upper Intermediate		Intermediate
ART	2200	Real and Recorded Time	Beginner	Beginner	Intermediate	intermediate	Intermediate
ART	2300	Two-dimensional Studies	Beginner	Beginner	Intermediate	intermediate	Intermediate
ART	2400	Three-dimensional Studies	Beginner	Beginner	Intermediate	intermediate	Intermediate
ART	3008	Artists as Leaders and Engaged Citizens	Upper Intermediate	Upper Intermediate	Upper Intermediate	upper intermediate	Upper Intermediate
ARTEDUC	3680	Exploring the Creative Industry: Art Issues in the 21st Century		Intermediate	Intermediate	Intermediate	Intermediate
ARTEDUC	3681	Managing Non-profit Arts Organizations: Balancing Continuity & Change		Intermediate	Intermediate	Intermediate	Intermediate
ARTEDUC	5670	Public Policy Issues and the Arts		Advanced	Advanced	Advanced	Advanced
ARTEDUC	5671	Organizational Leadership in Nonprofit Arts		Advanced	Advanced	Advanced	Advanced
ARTEDUC	5674	Creative Sector and Creative Cities		Advanced	Advanced	Advanced	Advanced
ARTEDUC	5675	International Cultural Relations		Advanced	Advanced	Advanced	Advanced
ARTEDUC	5676	Arts Advocacy & Interest Groups		Advanced	Advanced	Advanced	Advanced
ARTEDUC	5682	Nonprofit Arts Institutions, Governance and Board Leadership		Advanced	Advanced	Advanced	Advanced
ARTEDUC	5683	Developing Arts Careers: Positioning Passion		Advanced	Advanced	Advanced	Advanced
ARTEDUC	5687	Social World of the Arts		Advanced	Advanced	Advanced	Advanced
ARTEDUC	5688	Marketing, Communications, and Social Media in Nonprofit Institutions		Advanced	Advanced	Advanced	Advanced
ARTSSCI	4676	Senior Capstone Seminar	Advanced	Advanced	Advanced	Advanced	Advanced
ARTSSCI	2400E	Conversations on Morality, Politics, and Society	Intermediate	Intermediate	Intermediate		Intermediate

ARTSSCI	3192	Leadership Experiential Learning				Upper Intermediate	Upper Intermediate
CHEM	3301	Science and Policy of Drug Development		Upper Intermediate		Upper Intermediate	Upper Intermediate
CLASS	3210	Classics and African American Political Thought		Upper Intermediate	Upper Intermediate		
CLASS	3301	Law, Empire and Citizenship in Later Rome	Upper Intermediate	Upper Intermediate	Upper Intermediate		Upper Intermediate
CLASS	3302	Citizenship in Democratic Athens	Upper Intermediate	Upper Intermediate	Upper Intermediate		Upper Intermediate
CN -- NURSING *	H&W2102	Optimizing Personal Health, Happiness & Well-being			Beginner	Beginner	Beginner
CN -- NURSING *	N3798	The Global Sustainable Development Goals: A Focus on Health and Well-being, Cyprus Study Tour	Intermediate		Beginner		Intermediate
COMM	2110	Principles of Effective Public Speaking		Intermediate		Intermediate	Intermediate
COMM	2131	Business and Professional Speaking		Upper Intermediate	Upper Intermediate	Upper Intermediate	Upper Intermediate
COMM	2331	Strategic Communication Principles		Intermediate	Intermediate	Intermediate	Intermediate
COMM	2367	Persuasive Communication		Upper Intermediate	Upper Intermediate	Upper Intermediate	Upper Intermediate
COMM	3325	Introduction to Organizational Communication		Upper Intermediate	Upper Intermediate		Upper Intermediate
COMM	3332	Risk Communication			Advanced	Advanced	Advanced
COMM	3333	Crisis Communication		Upper Intermediate	Upper Intermediate	Upper Intermediate	Upper Intermediate
COMM	3340	Principles of Environmental Campaigns				Advanced	Advanced
COMM	3404	Media Law and Ethics		Upper Intermediate	Upper Intermediate		Upper Intermediate
COMM	3415	Sports, Media, and Society		Upper Intermediate	Upper Intermediate		Upper Intermediate
COMM	3440	Mass Communication and Society		Upper Intermediate	Upper Intermediate		Upper Intermediate
COMM	3442	Violence in Society and Violence in the Media		Advanced	Advanced		Advanced
COMM	3444	Advertising and Society		Upper Intermediate	Upper Intermediate		Upper Intermediate
COMM	3450	Media and Citizenship		Upper Intermediate	Upper Intermediate	Upper Intermediate	Upper Intermediate
COMM	3554	Social Implications of Communication Technology		Upper Intermediate	Upper Intermediate	Upper Intermediate	Upper Intermediate
COMM	3558	Social Media		Upper Intermediate	Upper Intermediate		Upper Intermediate
COMM	3597.02	Media and Terrorism		Advanced	Advanced		Advanced

COMM	3597.1	International Perspectives on Communication		Advanced	Advanced	Advanced	Advanced
COMM	3620	Introduction to Interpersonal Communication		Upper Intermediate	Upper Intermediate	Upper Intermediate	Upper Intermediate
COMM	3668	Intercultural Communication		Upper Intermediate	Upper Intermediate	Upper Intermediate	Upper Intermediate
COMM	4556	Information Technology and Organizational Communication		Advanced	Advanced		Advanced
COMM	4635	Communication Dynamics in Groups			Upper Intermediate	Upper Intermediate	Upper Intermediate
COMM	4736	Health Communication in Interpersonal Contexts			Advanced	Advanced	Advanced
COMM	4737	Health Communication in Mass Mediated Contexts			Advanced	Advanced	Advanced
COMM	4814	Political Communication	Upper Intermediate	Upper Intermediate			Upper Intermediate
COMPSTD	2340	Intro to Cultures of Science & Technology					Beginner
COMPSTD	2341	Technology, Science and Society					Beginner
COMPSTD	2367.04	Science & Technology in American Culture					Beginner
COMPSTD	3510	Humanitarianism in Question					Intermediate
COMPSTD	4597.01	Global Studies of Science and Technology					Upper Intermediate
COMPSTD	4845	Gender, Sexuality & Science		Advanced	Advanced		Advanced
COMPSTD	4921	Intersections: Approaches to Race, Gender, Class, Sexuality		Advanced	Advanced		
CPH -- PUBHEHS *	3310	Current Issues in Global Environmental Health	Intermediate	Intermediate	Intermediate	Beginner	
CPH -- PUBHEHS *	3320	Fundamentals of Environmental Health Risk Assessment		Beginner		Beginner	
CPH -- PUBHEPI *	2410	Epidemiology in Public Health		Intermediate	Intermediate	Intermediate	
CPH -- PUBHHBP *	3510	Role of Behavior in Public Health		Intermediate	Adv Intermediate	Intermediate	
CPH -- PUBHHMP *	3610	U.S. & International Health Care		Beginner	Adv Intermediate		
CPH -- PUBHLTH *	2010	Critical Issues in Global Public Health		Intermediate	Adv Intermediate	Intermediate	

CPH -- PUBHLTH *	5015	Public Health Data Analytics		Intermediate		Intermediate	
CPH -- PUBHLTH *	5325	Principles of Occupational Health	Intermediate	Intermediate	Intermediate	Intermediate	Intermediate
DANCE	5500	Anti-Racism in the Performing Arts	Upper Intermediate	Upper Intermediate	Upper Intermediate		Upper Intermediate
DANCE	5505	Citizen Artists		Upper Intermediate	Upper Intermediate	Upper Intermediate	Upper Intermediate
DESIGN	2700	Introduction to Design Practice				Beginner	Beginner
DESIGN	3105	Exploring Design Thinking		Beginner		Beginner	Beginner
DESIGN	3305	Visualization as Thinking		Beginner		Intermediate	Intermediate
DESIGN	3505	Presentation as Thinking		Beginner		Upper Intermediate	Intermediate
EARTHSC	2122	Climate and Life over Billions of Years on Earth		Beginner			Beginner
EARTHSC	2155	Energy and Environment		Beginner			Beginner
EARTHSC	2203	Environment and Geoscience		Beginner			Beginner
EARTHSC	2204	Exploring Water Issues		Beginner			Beginner
EARTHSC	2210	Energy, Mineral Resources, and Society		Beginner			Beginner
EARTHSC	2911	The Climate Crisis		Beginner	Intermediate		Intermediate
EARTHSC	3411	Water Security for the 21st Century		Beginner			Beginner
EARTHSC	3530	Learning from Disasters: Extreme Events and their Impact on Infrastructure, Engineering, and Society	Beginner	Beginner		Beginner	Beginner
EARTHSC	4425	Energy Resources and Sustainability		Beginner			Intermediate
EARTHSC	5663	Global Change and Sustainability			Upper Intermediate	Upper Intermediate	Intermediate
ECON	2001	Principles of Microeconomics	Beginner	Beginner	Beginner	Beginner	Beginner
ECON	4001	Intermediate Microeconomics	Upper Intermediate	Upper Intermediate	Upper Intermediate	Upper Intermediate	Upper Intermediate
ECON	4130	World Economic Development in Historical Perspective	Upper Intermediate	Upper Intermediate	Upper Intermediate	Upper Intermediate	Upper Intermediate
ECON	4140	Economic History of the Americas	Upper Intermediate	Upper Intermediate	Upper Intermediate	Upper Intermediate	Upper Intermediate
ECON	4400	Elementary Econometrics				Advanced	Advanced

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ECON	4700	Government and Business	Upper Intermediate	Upper Intermediate	Upper Intermediate	Upper Intermediate	Upper Intermediate
EEOB	2911	The Climate Crisis		Beginner	Intermediate		Intermediate
EEOB	5320	Society and Evolution		Intermediate		Beginner	Upper Intermediate
EEOB	5505	Wicked Science		Upper Intermediate	Upper Intermediate	Upper Intermediate	Upper Intermediate
EEOB	5510	Interdisciplinary Team Science		Upper Intermediate	Upper Intermediate	Upper Intermediate	Upper Intermediate
EHE -- EDUTL	5005	Equity, Diversity, and Justice in Education			Advanced		Advanced
EHE -- ESEPOL	3312	Conflict, Voice, and Power in Education			Advanced	Advanced	Advanced
EHE -- ESEPOL	5217	Comparative Perspectives on Education, Globalization, and National Development		Advanced	Advanced		Advanced
EHE -- ESHESA *	2210	History of Sport in 19th Century America					Intermediate
EHE -- ESHESA *	2211	History of Sport in 20th Century America					Intermediate
EHE -- ESHESA *	2570	Team and Organizational Development				Intermediate	Intermediate
EHE -- ESHESA *	2571	Leadership in Community Service	Intermediate			Intermediate	Intermediate
EHE -- ESHESA *	2572	Introduction to Leadership Development in Learning Organizations	Intermediate			Intermediate	Intermediate
EHE -- ESHESA *	2575	Student Organization Leadership Training	Intermediate			Intermediate	Intermediate
EHE -- ESHESA *	2577	Diversity and Social Justice in Leadership	Intermediate	Intermediate	Intermediate		Intermediate
EHE -- ESHESA *	3221	Leadership and Innovation	Upper Intermediate			Upper Intermediate	Upper Intermediate
EHE -- ESHESA *	3573	Theories of Leadership in Learning Organizations	Upper Intermediate			Upper Intermediate	Upper Intermediate
EHE -- ESHESA *	4239	Leadership for Social Change	Advanced	Advanced	Advanced	Advanced	Advanced
EHE -- ESLTECH *	4270	Technology, Education, and Community-based Programming				Advanced	Advanced
EHE -- ESPHE	5440	Philosophical perspectives on race, education, and citizenship			Advanced		Advanced

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EHE -- ESPHE *	3206	School and Society				Upper Intermediate	Upper Intermediate
EHE -- ESPHE *	3410	Philosophy of Education	Upper Intermediate				Upper Intermediate
EHE -- ESPHE *	4403	Ethics and Professional Context of Teaching		Advanced		Advanced	Advanced
EHE -- ESWDE *	5672	Lifelong learning in the adult years				Advanced	Advanced
EHE -- KNISM	5630	Recreational Sport Leadership	Advanced			Advanced	Advanced
EHE -- KNISM *	4245	Leadership & Programming in Sports Industry	Advanced			Advanced	Advanced
EHE -- KNISM *	4615	Sport and Social Values	Advanced	Advanced	Advanced		Advanced
ENGLISH	2276	Arts of Persuasion		Intermediate			
ENGLISH	2281	Introduction to African-American Literature		intermediate	intermediate		Intermediate
ENGLISH	2282	Introduction to Queer Studies		Intermediate	Intermediate		
ENGLISH	2367.06	Composing Disability in the U.S.		Intermediate	Intermediate	intermediate	
ENGLISH	2581	Introduction to U.S. Ethnic Literatures		Intermediate	Intermediate		
ENGLISH	3031	Rhetorics of Health, Illness, and Wellness		Upper Intermediate	Upper Intermediate		
ENGLISH	3304	Business and Professional Writing	Upper Intermediate	Upper Intermediate	Upper Intermediate	Upper Intermediate	
ENGLISH	3305	Technical Writing				Upper Intermediate	
ENGLISH	3360	Ecopoetics		upper intermediate			
ENGLISH	3361	Narrative and Medicine	Upper Intermediate	Upper Intermediate			
ENGLISH	3395	Literature and Leadership	Upper Intermediate	Upper Intermediate	Upper Intermediate	Upper Intermediate	
ENGLISH	3597.03	Environmental Citizenship		Upper Intermediate	Upper Intermediate		
ENGLISH	4321	Environmental Literatures, Cultures, and Media		Advanced	Advanced		
ENGLISH	4575	Literature and Law		Advanced	Advanced		
ENGLISH	4580	Special Topics in LGBTQ Literatures and Cultures		Advanced	Advanced		
ENGLISH	4581	Special Topics in U.S. Ethnic Literatures		Advanced	Advanced		

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ENGLISH	4582	Special Topics in African-American Literature		Advanced	Advanced		
ENGLISH	4586	Studies in American Indian Literature and Culture		Advanced	Advanced		
ENGLISH	4587	Studies in Asian American Literature and Culture		Advanced	Advanced		
ENGLISH	4588	Studies in Latino/a Literature and Culture		Advanced	Advanced		
ENGLISH	4597.01	The Disability Experience in the Contemporary World		Advanced	Advanced	Advanced	
ENGLISH	2367.07S	Literacy Narratives of Black Columbus		Intermediate	Intermediate	Intermediate	
FRIT	3054	Intercultural Competencies		Intermediate	Intermediate	Intermediate	Intermediate
GEOG	2400.01	Economic and Social Geography		Intermediate	Intermediate		Intermediate
GEOG	2400.02	Economic and Social Geography		Intermediate	Intermediate		Intermediate
GEOG	2500	Cities and their Global Spaces		Intermediate	Intermediate		Intermediate
GEOG	2750	World Regional Geography		Intermediate	Intermediate		Intermediate
GEOG	2800	Our Global Environment		Intermediate			Intermediate
GEOG	3597.02	World Urbanization		Intermediate	Intermediate		Intermediate
GEOG	3600	Space, Power, and Political Geography		Upper Intermediate	Upper Intermediate		Upper Intermediate
GEOG	3601	Global Politics and the Modern Geopolitical Imagination		Upper Intermediate	Upper Intermediate		Upper Intermediate
GEOG	3701	The Making of the Modern World		Upper Intermediate	Upper Intermediate		Upper Intermediate
GEOG	3800	Geographical Perspectives on Environment and Society		Upper Intermediate	Upper Intermediate		Upper Intermediate
GEOG	3801	Political Ecology		Upper Intermediate	Upper Intermediate		Upper Intermediate
GEOG	3900	Global Climate Change: Causes and Consequences		Upper Intermediate			Upper Intermediate
GEOG	5200	Cartography and Map Design					Upper Intermediate
GEOG	5502	The Smart Neoliberal City		Upper Intermediate	Upper Intermediate		Upper Intermediate
GEOG	5700	Geography of Development		Upper Intermediate	Upper Intermediate		Upper Intermediate
HISTORY	2010	History of American Capitalism	Intermediate	Intermediate	Intermediate		Intermediate

HISTORY	2015	History of American Criminal Justice	Intermediate	Intermediate	Intermediate		Intermediate
HISTORY	2040	History of Agriculture and Rural America	Intermediate	Intermediate	Intermediate		Intermediate
HISTORY	2080	African American History to 1877	Intermediate	Intermediate	Intermediate		Intermediate
HISTORY	2081	African American History from 1877	Intermediate	Intermediate	Intermediate		Intermediate
HISTORY	2120	Revolutions and Social Movements in Modern Latin America	Intermediate	Intermediate	Intermediate		Intermediate
HISTORY	2350	Islam, Politics, and Society	Intermediate	Intermediate	Intermediate		Intermediate
HISTORY	2453	Zionism and Modern Israel	Intermediate	Intermediate	Intermediate		Intermediate
HISTORY	2500	20th-Century International History	Intermediate	Intermediate	Intermediate		Intermediate
HISTORY	2550	History of War	Intermediate	Intermediate	Intermediate		Intermediate
HISTORY	2650	The World since 1914	Intermediate	Intermediate	Intermediate		Intermediate
HISTORY	2700	Global Environmental History	Intermediate	Intermediate	Intermediate		Intermediate
HISTORY	2701	History of Technology	Intermediate	Intermediate	Intermediate		Intermediate
HISTORY	2702	Food in World History	Intermediate	Intermediate	Intermediate		Intermediate
HISTORY	2703	History of Public Health, Medicine, and Disease	Intermediate	Intermediate	Intermediate		Intermediate
HISTORY	2704	Water: A Human History	Intermediate	Intermediate	Intermediate		Intermediate
HISTORY	2705	The History of Medicine in Western Society	Intermediate	Intermediate	Intermediate		Intermediate
HISTORY	2710	History of the Car	Intermediate	Intermediate	Intermediate		Intermediate
HISTORY	2711	History of Nuclear Energy	Intermediate	Intermediate	Intermediate		Intermediate
HISTORY	2752	Social Reform Movements in U.S. History	Intermediate	Intermediate	Intermediate		Intermediate
HISTORY	2911	The Climate Crisis		Beginner	Intermediate		Intermediate
HISTORY	3003	American Presidential Elections	Upper Intermediate	Upper Intermediate	Upper Intermediate		Upper Intermediate
HISTORY	3005	The U.S. Constitution and American Society to 1877	Upper Intermediate	Upper Intermediate	Upper Intermediate		Upper Intermediate
HISTORY	3006	The U.S. Constitution and American Society from 1877	Upper Intermediate	Upper Intermediate	Upper Intermediate		Upper Intermediate
HISTORY	3011	The American Revolution and the New Nation	Upper Intermediate	Upper Intermediate	Upper Intermediate		Upper Intermediate

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HISTORY	3030	History of Ohio	Upper Intermediate	Upper Intermediate	Upper Intermediate		Upper Intermediate
HISTORY	3041	American Labor History	Upper Intermediate	Upper Intermediate	Upper Intermediate		Upper Intermediate
HISTORY	3070	Native American History from European Contact to Removal, 1560-1820	Upper Intermediate	Upper Intermediate	Upper Intermediate		Upper Intermediate
HISTORY	3071	Native American History from Removal to the Present	Upper Intermediate	Upper Intermediate	Upper Intermediate		Upper Intermediate
HISTORY	3080	Slavery in the United States		Upper Intermediate	Upper Intermediate		Upper Intermediate
HISTORY	3082	Black Americans During the Progressive Era	Upper Intermediate	Upper Intermediate	Upper Intermediate		Upper Intermediate
HISTORY	3083	Civil Rights and Black Power Movements	Upper Intermediate	Upper Intermediate	Intermediate		Intermediate
HISTORY	3086	Black Women in Slavery and Freedom	Upper Intermediate	Upper Intermediate	Upper Intermediate		Upper Intermediate
HISTORY	3220	The Rise of the Roman Republic	Upper Intermediate	Upper Intermediate	Upper Intermediate		Upper Intermediate
HISTORY	3254	Europe since 1950	Upper Intermediate	Upper Intermediate	Upper Intermediate		Upper Intermediate
HISTORY	3270	History of World War I	Upper Intermediate	Upper Intermediate	Upper Intermediate		Upper Intermediate
HISTORY	3314	From Rubber to Coltan: A Long History of Violence and Exploitation in Central Africa	Upper Intermediate	Upper Intermediate	Upper Intermediate		Upper Intermediate
HISTORY	3352	Marginal Groups in the Non-Western World	Upper Intermediate	Upper Intermediate	Upper Intermediate		Upper Intermediate
HISTORY	3405	Contemporary China, 1921-2000	Upper Intermediate	Upper Intermediate	Upper Intermediate		Upper Intermediate
HISTORY	3501	U.S. Diplomacy, 1920-Present	Upper Intermediate	Upper Intermediate	Upper Intermediate		Upper Intermediate
HISTORY	3550	War in World History, 500-1650	Upper Intermediate	Upper Intermediate	Upper Intermediate		Upper Intermediate
HISTORY	3551	War in World History, 1651-1899	Upper Intermediate	Upper Intermediate	Upper Intermediate		Upper Intermediate
HISTORY	3552	War in World History, 1900 to the Present	Upper Intermediate	Upper Intermediate	Upper Intermediate		Upper Intermediate
HISTORY	3560	American Military History, 1607-1902	Upper Intermediate	Upper Intermediate	Upper Intermediate		Upper Intermediate

HISTORY	3561	American Military History, 1902 to the Present	Upper Intermediate	Upper Intermediate	Upper Intermediate		Upper Intermediate
HISTORY	3575	The Korean War	Upper Intermediate	Upper Intermediate	Upper Intermediate		Upper Intermediate
HISTORY	3580	The Vietnam War	Upper Intermediate	Upper Intermediate	Upper Intermediate		Upper Intermediate
HISTORY	3590	Wars of Empire	Upper Intermediate	Upper Intermediate	Upper Intermediate		Upper Intermediate
HISTORY	3620	LGBT History in the U.S., 1940 to the Present	Upper Intermediate	Upper Intermediate	Upper Intermediate		Upper Intermediate
HISTORY	3675	How to Stage a Revolution	Upper Intermediate	Upper Intermediate	Upper Intermediate		Upper Intermediate
HISTORY	3676	Leadership in History	Upper Intermediate	Upper Intermediate	Upper Intermediate	Upper Intermediate	Upper Intermediate
HISTORY	3680	Religion and Law in Comparative Perspective	Upper Intermediate	Upper Intermediate	Upper Intermediate		Upper Intermediate
HISTORY	3700	American Environmental History	Upper Intermediate	Upper Intermediate	Upper Intermediate		Upper Intermediate
HISTORY	3701	History of American Medicine	Upper Intermediate	Upper Intermediate	Upper Intermediate		Upper Intermediate
HISTORY	3704	HIV From Microbiology to Macrohistory	Upper Intermediate	Upper Intermediate	Upper Intermediate	Upper Intermediate	Upper Intermediate
HISTORY	3705	History of Capitalism in Comparative and Global Perspective	Upper Intermediate	Upper Intermediate	Upper Intermediate		Upper Intermediate
HISTORY	3706	Coca-Cola Globalization: The History of American Business and Global Environmental Change, 1800-Today	Upper Intermediate	Upper Intermediate	Upper Intermediate		Upper Intermediate
HISTORY	3708	Vaccines: A Global History	Upper Intermediate	Upper Intermediate	Upper Intermediate		Upper Intermediate
HISTORY	3711	Science and Society in Europe, from Copernicus to Newton	Upper Intermediate	Upper Intermediate	Upper Intermediate		Upper Intermediate
HISTORY	3712	Science and Society in Europe, from Newton to Hawking	Upper Intermediate	Upper Intermediate	Upper Intermediate		Upper Intermediate
HISTORY	3724	History of the Arctic	Upper Intermediate	Upper Intermediate	Upper Intermediate		Upper Intermediate
HISTORY	3798.02	The U.S., Europe, and WWII	Upper Intermediate	Upper Intermediate	Upper Intermediate		Upper Intermediate
INTSTDS	2500	Intro to Development Studies					Beginner
INTSTDS	2800	Intro to Peace Studies					Beginner
INTSTDS	3700	Intro to Intelligence					Upper Intermediate
INTSTDS	3701	Intro to Homeland Security					Upper Intermediate
INTSTDS	3702	Information Security Management					Upper Intermediate
INTSTDS	3703	Ethics in the Information Age					Upper Intermediate
INTSTDS	3850	Intro to Globalization					Upper Intermediate

INTSTDS	4550	Bioterrorism					Advanced
INTSTDS	4700	Terror & Terrorism					Advanced
INTSTDS	4701	Development & Control of WMD					Advanced
LING	3601	Language, Race & Ethnicity in the US		Beginner	Beginner		
LING	3605	Language and Social Justice		Intermediate	Intermediate		
LING	3803	Ethics of Language Technology		Intermediate	Intermediate		
LING	4597.02	Language and the Law		Intermediate	Intermediate		
LING	4602	Language & Social Identity in the US		Upper Intermediate	Upper Intermediate	Upper Intermediate	Upper Intermediate
LING	5700	Training in Science Education Outreach					Advanced
LING	3606H	Language, Sex & Gender in American Culture		Beginner	Beginner		
MATH	3618	Theory of Interest				Upper Intermediate	Upper Intermediate
MATH	2110S	Intersections of Mathematics and Society: Hidden Figures		Intermediate	Intermediate		Intermediate
MICRBIO	3704	HIV From Microbiology to Macrohistory	Upper Intermediate	Upper Intermediate	Upper Intermediate	Upper Intermediate	Upper Intermediate
MUSIC	3364	Musical Citizenship	Beginner	Beginner	Beginner	Beginner	Beginner
PHILOS	2332	Engineering Ethics for a Diverse and Just World	Beginner	Intermediate	Intermediate	Intermediate	Intermediate
PHILOS	2338	Computing Ethics for a Just and Diverse World	Beginner	Intermediate	Intermediate	Intermediate	Intermediate
PHILOS	2340	The Future of Humanity	Beginner	Intermediate	Intermediate	Intermediate	Intermediate
PHILOS	2342	Environmental Ethics		Intermediate			Intermediate
PHILOS	2344	Human Flourishing in a Global Society	Beginner	Intermediate	Intermediate	Intermediate	Intermediate
PHILOS	2390	Ethics and Leadership in a Diverse World	Beginner	Intermediate	Intermediate	Intermediate	
PHILOS	2400	Political and Social Philosophy	Beginner	Intermediate	Intermediate	Intermediate	Intermediate
PHILOS	2456	Philosophy of Sport		Beginner	Beginner	Intermediate	Intermediate
PHILOS	2540	Intro to the Philosophy of Rational Choice					Intermediate
PHILOS	2650	Intro to the Philosophy of Science					Intermediate
PHILOS	3410	Philosophical Problems in the Law		Upper Intermediate	Upper Intermediate	Upper Intermediate	Upper Intermediate

PHILOS	3420	Philosophical Perspectives on Issues of Gender		Upper Intermediate	Upper Intermediate	Upper Intermediate	Upper Intermediate
PHILOS	3440	Theorizing Race		Upper Intermediate	Upper Intermediate	Upper Intermediate	Upper Intermediate
PHILOS	5300	Advanced Moral Philosophy		Advanced		Advanced	
PHILOS	5400	Advanced Political and Social Philosophy		Advanced	Advanced	Advanced	Advanced
PHILOS	5420	Philosophical Topics in Feminist Theory		Advanced	Advanced	Advanced	Advanced
PHILOS	5440	Philosophical Perspectives on Race, Education and Citizenship		Advanced	Advanced	Advanced	Advanced
PHILOS	3341 (H)	Ethical Conflicts in Health Care Research, Policy, and Practice	Upper Intermediate	Upper Intermediate	Upper Intermediate	Upper Intermediate	Upper Intermediate
PHYSICS	2367	Uses of Science in Solving Problems of Society				Intermediate	Intermediate
POLITSC	2120	Follow the Science: The Politics of Health	Beginner	Beginner	Beginner	Beginner	Intermediate
POLITSC	2150	Voters & Elections	Intermediate	Intermediate			Intermediate
POLITSC	2300	American Foreign Policy	Intermediate	Intermediate			Intermediate
POLITSC	3115	Introduction to the Policy Process	Intermediate			Intermediate	Intermediate
POLITSC	3225	Post-Conflict Reconstruction				Intermediate	Intermediate
POLITSC	3240	Political Violence	Intermediate	Intermediate			Intermediate
POLITSC	3245	Radicalization, Deradicalization, Countering Violent Extremism	Advanced	Intermediate	Intermediate	Upper Advanced	Intermediate
POLITSC	3280	Politics of Markets			Intermediate	Intermediate	Intermediate
POLITSC	3290	Comparative Public Policy		Intermediate	Intermediate		Intermediate
POLITSC	3380	Political Analysis of International Economic Relations	Intermediate	Intermediate	Upper Intermediate	Intermediate	Upper Intermediate
POLITSC	3420	Political Theories of Democracy		Intermediate			
POLITSC	3430	Political Theories of Freedom		Intermediate			
POLITSC	3440	Political Theories of Justice		Intermediate	Intermediate		
POLITSC	3450	Ethics & Public Policy		Advanced		Upper Intermediate	
POLITSC	3460	Global Justice		Advanced	Advanced	Advanced	Upper Intermediate
POLITSC	3500	Political Games: Rational Choice Theory & the Study of Politics				Upper Intermediate	Upper Intermediate

ASC Leadership Major Curriculum Map

POLITSC	3785	Data Science for the Social & Behavioral Sciences				Intermediate	
POLITSC	3910	Identity Politics	Upper Intermediate		Upper Intermediate		Intermediate
POLITSC	3912	Political Leadership	Advanced			Advanced	Advanced
POLITSC	4110	American Presidency	Advanced			Advanced	Advanced
POLITSC	4115	Bureaucracy & Public Policy				Advanced	Advanced
POLITSC	4120	US Congress				Advanced	Advanced
POLITSC	4123	Political Crisis & Reform	Advanced	Advanced	Advanced		Advanced
POLITSC	4125	American State Politics	Intermediate				Advanced
POLITSC	4130	Law & Politics	Intermediate		Upper Intermediate		Advanced
POLITSC	4131	American Supreme Court	Advanced	Advanced	Advanced	Advanced	Advanced
POLITSC	4135	American Constitutional Law	Advanced	Advanced	Advanced	Advanced	Advanced
POLITSC	4136	Civil Liberties	Advanced	Advanced	Advanced	Advanced	Advanced
POLITSC	4137	Politics of Legal Decision-Making			Advanced	Advanced	Advanced
POLITSC	4138	Women & the Law		Advanced	Advanced	Advanced	Advanced
POLITSC	4140	Black Politics	Advanced		Advanced	Advanced	Advanced
POLITSC	4143	Race, Ethnicity & American Politics	Advanced	Advanced	Advanced	Advanced	Advanced
POLITSC	4150	American Political Parties	Advanced			Advanced	Advanced
POLITSC	4152	Campaign Politics				Advanced	Advanced
POLITSC	4160	Public Opinion				Advanced	Advanced
POLITSC	4164	Political Participation & Voting Behavior				Advanced	Advanced
POLITSC	4165	Media & American Politics	Advanced	Advanced		Advanced	Advanced
POLITSC	4170	Gender & Politics			Advanced	Advanced	Advanced
POLITSC	4175	Women, Government & Public Policy			Advanced	Advanced	Advanced
POLITSC	4200	Politics of Modern Democracies			Advanced	Advanced	Advanced
POLITSC	4249	Domestic Politics of International Conflict	Advanced	Advanced	Advanced	Advanced	Advanced

ASC Leadership Major Curriculum Map

POLITSC	4282	Politics of Income Inequality	Advanced	Advanced	Advanced	Advanced	Advanced
POLITSC	4285	Comparative Politics of the Welfare State	Advanced	Advanced	Advanced	Advanced	Advanced
POLITSC	4300	Theories of International Relations	Advanced	Advanced	Advanced	Advanced	Advanced
POLITSC	4305	International Theory	Advanced				Advanced
POLITSC	4310	Security Policy		Advanced	Advanced	Advanced	Advanced
POLITSC	4315	International Security & the Causes of War	Advanced	Advanced	Advanced	Advanced	Advanced
POLITSC	4318	Politics of International Terrorism	Advanced	Advanced	Advanced	Advanced	Advanced
POLITSC	4320	Strategies for War & Peace	Advanced	Advanced	Advanced	Advanced	Advanced
POLITSC	4326	Russian Foreign Policy	Advanced		Advanced	Advanced	Advanced
POLITSC	4327	Politics in the Middle East	Advanced	Advanced	Advanced	Advanced	Advanced
POLITSC	4330	Global Governance	Advanced		Advanced	Advanced	Advanced
POLITSC	4331	United Nations System	Advanced		Advanced	Advanced	Advanced
POLITSC	4332	Politics of Globalization	Advanced	Advanced	Advanced	Advanced	Advanced
POLITSC	4381	Comparative International Political Economy		Advanced	Advanced	Advanced	Advanced
POLITSC	4385	Quantitative Studies of International Conflict				Advanced	Advanced
POLITSC	4455	Human Rights	Advanced	Advanced	Advanced	Advanced	Advanced
POLITSC	4465	Feminist Political Theory	Advanced	Advanced	Advanced		Advanced
POLITSC	4597.01	International Cooperation & Conflict	Advanced	Advanced	Advanced	Advanced	Advanced
POLITSC	4597.03	Gender & Democracy in the Contemporary World	Advanced	Advanced	Advanced	Advanced	Advanced
POLITSC	4781	Data Analysis in Political Science I				Advanced	
POLITSC	4782	Data Analysis in Political Science II				Advanced	
POLITSC	4940	Politics of Immigration	Advanced	Advanced	Advanced	Advanced	Advanced
POLITSC	3210H	Defense Policy & National Security	Advanced	Advanced		Advanced	
POLITSC	3780H	Data Visualization				Intermediate	
POLITSC	4127	Governing Urban America	Intermediate		Upper Intermediate		Advanced

ASC Leadership Major Curriculum Map

POLITSC	4132H	Supreme Court Decision Making	Advanced	Advanced	Advanced	Advanced	Advanced
POLITSC	4335E	International Environmental Politics		Advanced	Advanced	Advanced	Advanced
POLITSC	4420H	Debating Democracy	Advanced	Advanced	Advanced	Advanced	Advanced
POLITSC	4553H	Game Theory for Political Scientists				Advanced	
POLITSC	4597.02 (H)	Political Problems of the Contemporary World		Advanced	Advanced	Advanced	Advanced
POLITSC	4784E	Complexity Science & the Study of Politics				Advanced	
PSYCH	2311	Psychology of Motivation					Beginning
PSYCH	2376	Interpersonal Relationships		Intermediate	Upper Intermediate	Intermediate	
PSYCH	2420	Psychology Applied to Sport			Beginning		
PSYCH	2500	Applied Psychology		Beginning	Intermediate	Beginning	
PSYCH	3325	Intro to Social Psychology		Intermediate	Upper Intermediate	Intermediate	
PSYCH	3375	Stereotyping and Prejudice		Intermediate	Upper Intermediate	Intermediate	
PSYCH	3530	Theories of Personality	Beginning				Intermediate
PSYCH	2xxx (4522)	Organizational Psychology	Intermediate	Intermediate	Intermediate	Intermediate	Intermediate
ROTC -- AIRSCI *	2101	Team and Leadership Fundamentals, 1	Intermediate	Intermediate	Intermediate	Intermediate	Intermediate
ROTC -- AIRSCI *	2102	Team and Leadership Fundamentals, 2	Intermediate	Intermediate	Intermediate	Intermediate	Intermediate
ROTC -- AIRSCI *	3101	Leading People and Effective Communication, 1	Upper Intermediate	Advanced	Advanced	Advanced	Upper Intermediate
ROTC -- AIRSCI *	3102	Leading People and Effective Communication, 2	Upper Intermediate	Advanced	Advanced	Advanced	Upper Intermediate
ROTC -- AIRSCI *	4101	National Security Affairs, 1	Advanced	Upper Intermediate	Upper Intermediate	Intermediate	Upper Intermediate
ROTC -- AIRSCI *	4102	National Security Affairs, 2	Advanced	Upper Intermediate	Upper Intermediate	Intermediate	Upper Intermediate
ROTC -- MILSCI *	2001	Leadership and Decision Making	Intermediate	Intermediate	Intermediate	Intermediate	Intermediate
ROTC -- MILSCI *	2002	Army Doctrine and Team Development	Intermediate	Intermediate	Intermediate	Intermediate	Intermediate
ROTC -- MILSCI *	3001	Training Management and the Warfighting Functions	Upper Intermediate	Upper Intermediate	Upper Intermediate	Upper Intermediate	Upper Intermediate
ROTC -- MILSCI *	3002	Applied Leadership in Small Unit Operations	Upper Intermediate	Upper Intermediate	Upper Intermediate	Upper Intermediate	Upper Intermediate

ASC Leadership Major Curriculum Map

ROTC -- MILSCI *	4001	The Army Officer	Advanced	Advanced	Advanced	Advanced	Advanced
ROTC -- MILSCI *	4002	Company Grade Leadership	Advanced	Advanced	Advanced	Advanced	Advanced
ROTCH -- NAVALSC *	3510	Evolution of Warfare		Intermediate	Upper Intermediate		Upper Intermediate
ROTCH -- NAVALSC *	4110	Leadership and Management	Beginner	Upper Intermediate		Advanced	
ROTCH -- NAVALSC *	4210	Leadership and Ethics		Upper Intermediate		Advanced	
ROTCH -- NAVALSC *	4520	Fundamentals of Maneuver Warfare		Intermediate	Upper Intermediate		Upper Intermediate
SLAVIC	2365.01	Sports, Socialists, and Society in Russia and Eastern Europe		Intermediate			Intermediate
SLAVIC	2995.99	Race and Gender in Eastern Europe and the US: A Transatlantic Comparison		Intermediate	Intermediate		Intermediate
SLAVIC	3320	Queer Comrades: Sexual Citizenship and LGBTQ Lives in Eastern Europe	Upper Intermediate	Upper Intermediate	Upper Intermediate		Upper Intermediate
SLAVIC	3340	The East European Immigrant Experience	Upper Intermediate		Upper Intermediate		Upper Intermediate
SLAVIC	3350	Russian Politics and Culture	Upper Intermediate				Upper Intermediate
SLAVIC	3355.99	Vodka in Russian Society and Culture: Deconstructing Myths		Upper Intermediate			Upper Intermediate
SLAVIC	4597	The Politics of Difference in Southeast Europe			Advanced		Advanced
SLAVIC	5450	Global Human Trafficking: Realities and Representations		Advanced	Advanced		Advanced
SLAVIC	3xxx	Riots, Rights, and Resistance: Feminist Movements in Slavic, East European and Eurasian Contexts		Upper Intermediate	Upper Intermediate		Upper Intermediate
SOCIOL	2345	The Social Structure of American Society		Beginner	Beginner		Beginner
SOCIOL	2463	Social Stratification: Race, Class, and Gender		Beginner	Beginner		Beginner
SOCIOL	3200	Sociology of Immigration		Intermediate	Intermediate		Intermediate
SOCIOL	3306	Sociology of Poverty		Intermediate	Intermediate		Intermediate

SOCIOL	3380	Racial and Ethnic Relations in America		Intermediate	Intermediate		Intermediate
SOCIOL	3464	Work, Employment, and Society		Intermediate	Intermediate		Intermediate
SOCIOL	3597.01	World Problems in Global Context		Intermediate	Intermediate		Intermediate
SOCIOL	4655	Sociology of Sport					Advanced
SOCIOL	2367.02	Urban Social Problems		Beginner	Beginner		Beginner
SPANISH	3005	Career Exploration and Development with Spanish				Intermediate	Intermediate
THEATRE	2811	The Craft of Acting					Beginner
THEATRE	3912S	Creation of Outreach Theatre					Upper Intermediate
THEATRE	4912S	Performance of Outreach Theatre (School Tour)					Intermediate
THEATRE	5922S	Shakespeare and Autism					Upper Intermediate
WGSST	2325	Health & Inequality		Intermediate	Intermediate		Intermediate
WGSST	2400	Higher Powers: Feminisms & Religion		Intermediate	Intermediate		Intermediate
WGSST	3200	Breaking the Law: An Introduction to Gender Justice		Upper Intermediate	Upper Intermediate		Upper Intermediate
WGSST	3302	Gender, War & Peacebuilding	Upper Intermediate	Upper Intermediate	Upper Intermediate		Upper Intermediate
WGSST	3306	Gender, Media & New Technologies		Upper Intermediate	Upper Intermediate		Upper Intermediate
WGSST	3370	Sexualities & Citizenship	Upper Intermediate	Upper Intermediate	Upper Intermediate		Upper Intermediate
WGSST	3385	Women in Political Leadership Internship	Upper Intermediate	Upper Intermediate	Upper Intermediate	Upper Intermediate	Upper Intermediate
WGSST	3505	Transnational Feminisms	Upper Intermediate	Upper Intermediate	Upper Intermediate		Upper Intermediate
WGSST	3530	Women, Environment & Development	Upper Intermediate	Upper Intermediate	Upper Intermediate		Upper Intermediate
WGSST	4402	Black Women: Representations, Politics & Power	Advanced	Advanced	Advanced		Advanced
WGSST	4403	Gender, Race, & Leadership	Advanced	Advanced	Advanced	Advanced	Advanced
WGSST	4404	Regulating Bodies: Global Sexual Economies		Advanced	Advanced		Advanced

ASC Leadership Major Curriculum Map

WGSST	4465	Feminist Political Theory		Advanced	Advanced		Advanced
WGSST	4513	Women, Government & Public Policy	Advanced	Advanced	Advanced		Advanced
WGSST	4520	Women of Color & Social Activism	Advanced	Advanced	Advanced		Advanced
WGSST	4524	Women & Work		Advanced	Advanced		Advanced
WGSST	4525	Feminist Critiques of Markets: Profiting from Inequality		Advanced	Advanced		Advanced
WGSST	4597	Gender & Democracy in the Contemporary World	Advanced	Advanced	Advanced		Advanced
WGSST	4845	Gender, Sexuality & Science		Advanced	Advanced		Advanced
WGSST	4921	Intersections: Approaches to Race, Gender, Class & Sexuality		Advanced	Advanced		Advanced
WGSST	5450	Global Human Trafficking: Realities & Representations		Advanced	Advanced		Advanced
WGSST	2326S	Feminist Perspectives on Addiction		Intermediate	Intermediate		Intermediate
WGSST	3300.01S	Feminist Perspectives of Incarceration in the US		Upper Intermediate	Upper Intermediate	Upper Intermediate	Upper Intermediate
WGSST	4189.01S	Reproductive Rights & Justice	Advanced	Advanced	Advanced	Advanced	Advanced

Appendix V.

Concurrences from participating ASC units

From: Adeeko, Adeleke adeeko.1@osu.edu 🖉
Subject: Re: Request for AAAS Concurrence, Major in Leadership Studies
Date: May 1, 2023 at 12:06 PM
To: Levi, Scott levi.18@osu.edu, Skinner, Ryan skinner.176@osu.edu
Cc: Martin, Andrew martin.1026@osu.edu

Hi Scott,
AAAS is happy to concur. Thanks.

THE OHIO STATE UNIVERSITY

Adélékè Adéẹ̀kọ́, PhD
Interim Chair, Department of African American & African Studies
Humanities Distinguished Professor
English Department
College of Arts & Sciences
230 N. Oval Mall, Columbus, OH 43210
614-292-8834 Office / 614-292-2293 Fax
adeeko.1@osu.edu / aaas.osu.edu

If the Needle Could Really Sew, It Would Have No Hole on Its Back
-- A Ghanaian Proverb

From: Levi, Scott <levi.18@osu.edu>
Date: Friday, April 28, 2023 at 8:14 AM
To: Adeeko, Adeleke <adeeko.1@osu.edu>, Skinner, Ryan
<skinner.176@osu.edu>
Cc: Martin, Andrew <martin.1026@osu.edu>
Subject: Request for AAAS Concurrence, Major in Leadership Studies

Dear Leke and Ryan,

I am writing on behalf of a group of faculty from across the College of Arts & Sciences to request your unit's concurrence for a new interdisciplinary liberal arts major in Leadership Studies.

The central aim of the Leadership major is to provide OSU students the opportunity to engage deeply with the liberal arts and acquire the knowledge, contexts, and skills to rise into leadership roles wherever their careers may take them. With courses from 28 ASC units and several external partners (e.g. College of Nursing, College of Public Health, and College of Education and Human Ecology), the Leadership major is highly interdisciplinary. We have also designed it to be flexible, as well as rigorous, as we expect a significant number of students will choose it as a second major.

The curriculum includes four required courses that approach leadership from different disciplinary perspectives; a menu of skills courses; a set of six thematic specialization (students choose three courses from one specialization); and a senior capstone seminar. Two of the four core courses have been designed specifically for the major, while the skills and thematic specializations encourage students to explore the breadth and depth of the Arts and Sciences. We have also designed the major to incentivize student engagement with meaningful co-curricular activities.

You can find additional information about the major in the attached proposal and curricular spreadsheet.

We hope that you will be willing to provide a concurrence within the next two weeks. OAA rules stipulate that a concurrence will be assumed if there is no response within two weeks of the request. That said, please do let me know if you require additional time to confer with your colleagues prior to responding. Please also don't hesitate to let me know if you have any questions, or if you would like any additional information.

With thanks,
Scott

THE OHIO STATE UNIVERSITY

Scott Levi
Professor and Chair
Department of History
106 Dulles Hall
230 Annie and John Glenn Avenue
Columbus, OH 43210-1367
614-292-3001 Office / 614-292-2447 Office / 614-292-2282 Fax

levi.18@osu.edu history.osu.edu

From: Lisbon, Laura lisbon.1@osu.edu
Subject: Re: Request for Dept. of Art Concurrence, Major in Leadership Studies
Date: May 3, 2023 at 9:03 AM
To: Levi, Scott levi.18@osu.edu
Cc: Martin, Andrew martin.1026@osu.edu, Rush, George rush.172@osu.edu

Dear Scott,

The Department of Art is delighted to provide concurrence with this proposal. Thank you for your work to make it possible with so many dimensions!

Many thanks,
Laura

The Ohio State University

Laura Lisbon
Professor and Chair

The Ohio State University
Department of Art
College of Arts and Sciences
254C Hopkins Hall, 128 N Oval Mall, Columbus, OH 43210-1319
614-247-5551 Office / 614-292-5072 Art Office
lisbon.1@osu.edu, art.osu.edu

Pronouns: she/her/hers / Honorific: Ms.

From: "Levi, Scott" <levi.18@osu.edu>
Date: Friday, April 28, 2023 at 8:14 AM
To: "Lisbon, Laura" <lisbon.1@osu.edu>, "Rush, George" <rush.172@osu.edu>
Cc: "Martin, Andrew" <martin.1026@osu.edu>
Subject: Request for Dept. of Art Concurrence, Major in Leadership Studies

Dear Laura and George,

I am writing on behalf of a group of faculty from across the College of Arts & Sciences to request your unit's concurrence for a new interdisciplinary liberal arts major in Leadership Studies.

The central aim of the Leadership major is to provide OSU students the opportunity to engage deeply with the liberal arts and acquire the knowledge, contexts, and skills to rise into leadership roles wherever their careers may take them. With courses from 28 ASC units and several external partners (e.g. College of Nursing, College of Public Health, and College of Education and Human Ecology), the Leadership major is highly interdisciplinary. We have also designed it to be flexible, as well as rigorous, as we expect a significant number of students will choose it as a second major.

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With thanks,
Scott

THE OHIO STATE UNIVERSITY

Scott Levi
Professor and Chair
Department of History
106 Dulles Hall
230 Annie and John Glenn Avenue
Columbus, OH 43210-1367
614-292-3001 Office / 614-292-2447 Office / 614-292-2282 Fax

levi.18@osu.edu history.osu.edu

Hi Scott,

I spoke with Debbie: the Department of Anthropology is happy to offer concurrence. Best of luck with what looks like an exciting new program!

Warm regards,
Scott

THE OHIO STATE UNIVERSITY

W. Scott McGraw
Professor and Chair
Department of Anthropology
4042 Smith Laboratory, 174 W. 18th Avenue
Columbus, OH 43210-1106
(614) 688-3794
Mcgraw.43@osu.edu

Dear Scott and Debra,

Just a gentle reminder that we hope to have concurrences collected by the end of the day today. Silence is interpreted as a yes, but as we expect to encounter a bit of resistance outside of ASC every tangible "yes" holds value. No problem, of course, if you need a bit longer.

Thank you,
Scott

Dear Scott and Debra,

I am writing on behalf of a group of faculty from across the College of Arts & Sciences to request your unit's concurrence for a new interdisciplinary liberal arts major in Leadership Studies.

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With thanks,
Scott

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230 Annie and John Glenn Avenue
Columbus, OH 43210-1367
614-292-3001 Office / 614-292-2447 Office / 614-292-2282 Fax

levi.18@osu.edu history.osu.edu

From: Acuff, Joni E. acuff.12@osu.edu 📎
Subject: Re: Request for AAEP Concurrence, Major in Leadership Studies
Date: May 12, 2023 at 1:27 PM
To: Levi, Scott levi.18@osu.edu, Savage, Shari savage.12@osu.edu

JA

I concur!

With gratitude,

Dr. Joni Boyd Acuff

🔊 Hear my name _
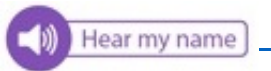
"You write in order to change the world…if you alter, even by a millimetre, the way people look at reality, then you can change it." -James Baldwin

🅞 THE OHIO STATE UNIVERSITY

Joni Boyd Acuff, PhD
Professor & Chair, Arts Administration, Education & Policy
2nd floor, 231E Sullivant Halll 1813 N. High Street
Columbus, OH 43210
acuff.12@osu.edu

Co-author, *Race and Art Education*
Co-editor, *A Love Letter to the Bridge Called My Back*
Co-editor*, Multiculturalism in Art Museums Today*
Podcast, My Aha Moment: Recognizing Racism in Art and Art Education

---

From: Levi, Scott <levi.18@osu.edu>
Date: Friday, May 12, 2023 at 1:22 PM
To: Savage, Shari <savage.12@osu.edu>, Acuff, Joni E. <acuff.12@osu.edu>
Subject: Re: Request for AAEP Concurrence, Major in Leadership Studies

Thank you, Shari!
Scott

From: Savage, Shari <savage.12@osu.edu>
Sent: Friday, May 12, 2023 1:20:12 PM
To: Levi, Scott <levi.18@osu.edu>; Acuff, Joni E. <acuff.12@osu.edu>
Subject: Re: Request for AAEP Concurrence, Major in Leadership Studies

Since we have courses listed in this major, I concur!

🅞 THE OHIO STATE UNIVERSITY

Shari L. Savage

Associate Professor | Director of Undergraduate Studies
Arts Administration, Education & Policy
231 D Sullivant Hall
1813 North High Street
Columbus, OH 43210
Savage.12@osu.edu

From: Levi, Scott <levi.18@osu.edu>
Date: Friday, May 12, 2023 at 12:58 PM
To: Acuff, Joni E. <acuff.12@osu.edu>, Savage, Shari <savage.12@osu.edu>
Cc: Martin, Andrew <martin.1026@osu.edu>
Subject: Request for AAEP Concurrence, Major in Leadership Studies

Dear Joni and Shari,

Just a gentle reminder that we hope to have concurrences collected by the end of the day today. Silence is interpreted as a yes, but as we expect to encounter a bit of resistance outside of ASC every tangible "yes" holds value. No problem, of course, if you need a bit longer.

Thank you,
Scott

Dear Joni and Shari,

I am writing on behalf of a group of faculty from across the College of Arts & Sciences to request your unit's concurrence for a new interdisciplinary liberal arts major in Leadership Studies.

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With thanks,
Scott

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230 Annie and John Glenn Avenue
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levi.18@osu.edu history.osu.edu

From: **Jackman, Jane** jackman.14@osu.edu 📎
Subject: RE: Request for Chem-Biochem Concurrence, Major in Leadership Studies
Date: May 2, 2023 at 2:53 PM
To: Levi, Scott levi.18@osu.edu, Turro, Claudia turro@chemistry.ohio-state.edu
Cc: Martin, Andrew martin.1026@osu.edu

Hi Scott,

Thanks for the opportunity to provide concurrence on this proposed major. Chemistry and Biochemistry does not have any concerns about this and concur with the proposal.

I think we had mentioned before our course on the Science and Policy of Drug Development course that we are developing, which is currently under review to be offered as a CHEM/PHRM 3301 cross-listed course in SP23 (3 credits). I am hoping that it will be approved as a GE Theme course soon, and this might be a good option for you to include in your Science track. If you are interested in this, please let me know and thanks.

Best,
Jane

Dr. Jane E. Jackman
Professor and Vice Chair for Undergraduate Studies
Department of Chemistry and Biochemistry
Vice Chair Office: 110 Celeste Lab
Research Office: 740 Biological Sciences
Mailing Address:
Department of Chemistry and Biochemistry
484 W. 12th Avenue
Columbus, OH 43210
Phone: 614-247-8097
She/her pronouns

From: Levi, Scott <levi.18@osu.edu>
Sent: Friday, April 28, 2023 8:14 AM
To: Turro, Claudia <turro@chemistry.ohio-state.edu>; Jackman, Jane <jackman.14@osu.edu>
Cc: Martin, Andrew <martin.1026@osu.edu>
Subject: Request for Chem-Biochem Concurrence, Major in Leadership Studies

Dear Claudia and Jane,

I am writing on behalf of a group of faculty from across the College of Arts & Sciences to request your unit's concurrence for a new interdisciplinary liberal arts major in Leadership Studies.

The central aim of the Leadership major is to provide OSU students the opportunity to engage deeply with the liberal arts and acquire the knowledge, contexts, and skills to rise into leadership roles wherever their careers may take them. With courses from 28 ASC units and several external partners (e.g. College of Nursing, College of Public Health, and College of Education and Human Ecology), the Leadership major is highly

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With thanks,
Scott

THE OHIO STATE UNIVERSITY

Scott Levi
Professor and Chair
Department of History
106 Dulles Hall
230 Annie and John Glenn Avenue
Columbus, OH 43210-1367
614-292-3001 Office / 614-292-2447 Office / 614-292-2282 Fax

levi.18@osu.edu history.osu.edu

Dear Scott,

Just to add to what Mark has said: we're very impressed and excited by the new Leadership Studies program, so much so that we'd very much like to be fully involved, and we ask that you include Classics as a participating department. As you may know, Classics has undergone a significant change in its faculty within the last year, and we have been busy updating our undergraduate curriculum. We currently have several new courses either approved or pending approval that would fit neatly within the Specializations portion of the Leadership major:

- 3210 *Classics and African American Political Thought* (Social Justice and Civil Rights)
- 3XXX *Citizenship in Democratic Athens* (Politics and Law)
- 3XXX *Law, Empire and Citizenship in Later Rome* (Politics and Law)

We'd be more comfortable in offering our department's concurrence provided that you could list Classics as a participating department within your proposal. I'd be happy to have send over a list of the courses that might fit the various Specializations, and discuss how Classics might fully support and play a role in your exciting new endeavour.

All the best,
Alan

--
Alan J. Ross, FRHistS
Associate Professor,
Department of Classics,
414 University Hall,
The Ohio State University,
Columbus, OH 43201. USA

From: Fullerton, Mark <fullerton.1@osu.edu>
Date: Friday, April 28, 2023 at 3:53 PM
To: Levi, Scott <levi.18@osu.edu>
Cc: Hawkins, Julia Hawkins <hawkins.552@osu.edu>, Ross, Alan <ross.2005@osu.edu>, Martin, Andrew <martin.1026@osu.edu>
Subject: Re: Request for Dept. of Classics Concurrence, Major in Leadership Studies

Dear Scott,

I have consulted with our Undergraduate Studies Committee (Julia Hawkins and Alan Ross). It has strongly advised me to offer Classics' concurrence for the new interdisciplinary liberal arts major in Leadership Studies, and I am happy to do so. Alan has, furthermore, volunteered to be a point person for the Program.

All best,

Mark

From: Levi, Scott <levi.18@osu.edu>
Date: Friday, April 28, 2023 at 8:13 AM
To: Fullerton, Mark <fullerton.1@osu.edu>, Hawkins, Julia Hawkins <hawkins.552@osu.edu>
Cc: Martin, Andrew <martin.1026@osu.edu>
Subject: Request for Dept. of Classics Concurrence, Major in Leadership Studies

Dear Mark and Julia,

I am writing on behalf of a group of faculty from across the College of Arts & Sciences to request your unit's concurrence for a new interdisciplinary liberal arts major in Leadership Studies.

The central aim of the Leadership major is to provide OSU students the opportunity to engage deeply with the liberal arts and acquire the knowledge, contexts, and skills to rise into leadership roles wherever their careers may take them. With courses from 28 ASC units and several external partners (e.g. College of Nursing, College of Public Health, and College of Education and Human Ecology), the Leadership major is highly interdisciplinary. We have also designed it to be flexible, as well as rigorous, as we expect a significant number of students will choose it as a second major.

The curriculum includes four required courses that approach leadership from different disciplinary perspectives; a menu of skills courses; a set of six thematic specialization (students choose three courses from one specialization); and a senior capstone seminar. Two of the four core courses have been designed specifically for the major, while the skills and thematic specializations encourage students to explore the breadth and depth of the Arts and Sciences. We have also designed the major to incentivize student engagement with meaningful co-curricular activities.

You can find additional information about the major in the attached proposal and curricular spreadsheet.

We hope that you will be willing to provide a concurrence within the next two weeks. OAA rules stipulate that a concurrence will be assumed if there is no response within two weeks of the request. That said, please do let me know if you require additional time to confer with your colleagues prior to responding. Please also don't hesitate to let me know if you have any questions, or if you would like any additional information.

With thanks,
Scott

THE OHIO STATE UNIVERSITY

Scott Levi
Professor and Chair
Department of History
106 Dulles Hall
230 Annie and John Glenn Avenue
Columbus, OH 43210-1367
614-292-3001 Office / 614-292-2447 Office / 614-292-2282 Fax

levi.18@osu.edu history.osu.edu

From: **Garrett, Kelly** garrett.258@osu.edu 🖉
Subject: RE: Request for Communication Concurrence, Major in Leadership Studies
Date: May 10, 2023 at 2:45 PM
To: Levi, Scott levi.18@osu.edu, Kline, Susan kline.48@osu.edu
Cc: Martin, Andrew martin.1026@osu.edu

KG

Happy to provide concurrence. /Kelly

From: Levi, Scott <levi.18@osu.edu>
Sent: Friday, April 28, 2023 8:14 AM
To: Garrett, Kelly <garrett.258@osu.edu>; Kline, Susan <kline.48@osu.edu>
Cc: Martin, Andrew <martin.1026@osu.edu>
Subject: Request for Communication Concurrence, Major in Leadership Studies

Dear Kelly and Susan,

I am writing on behalf of a group of faculty from across the College of Arts & Sciences to request your unit's concurrence for a new interdisciplinary liberal arts major in Leadership Studies.

The central aim of the Leadership major is to provide OSU students the opportunity to engage deeply with the liberal arts and acquire the knowledge, contexts, and skills to rise into leadership roles wherever their careers may take them. With courses from 28 ASC units and several external partners (e.g. College of Nursing, College of Public Health, and College of Education and Human Ecology), the Leadership major is highly interdisciplinary. We have also designed it to be flexible, as well as rigorous, as we expect a significant number of students will choose it as a second major.

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With thanks,
Scott

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levi.18@osu.edu history.osu.edu

Scott Levi

From: Shank, Barry shank.46@osu.edu 📎

Subject: Re: Request for Comp Studies Concurrence, Major in Leadership Studies

Date: April 28, 2023 at 1:12 PM

To: Levi, Scott levi.18@osu.edu, Dew, Spencer dew.50@osu.edu

Cc: Martin, Andrew martin.1026@osu.edu, Armstrong, Philip armstrong.202@osu.edu

Hi Scott,

The department of Comparative Studies is happy to provide its concurrence with this proposal.

Good luck with the rest of the process.

Barry

From: Levi, Scott <levi.18@osu.edu>
Date: Friday, April 28, 2023 at 8:13 AM
To: Shank, Barry <shank.46@osu.edu>, Dew, Spencer <dew.50@osu.edu>
Cc: Martin, Andrew <martin.1026@osu.edu>, Armstrong, Philip <armstrong.202@osu.edu>
Subject: Request for Comp Studies Concurrence, Major in Leadership Studies

Dear Barry and Spencer,

I am writing on behalf of a group of faculty from across the College of Arts & Sciences to request your unit's concurrence for a new interdisciplinary liberal arts major in Leadership Studies.

The central aim of the Leadership major is to provide OSU students the opportunity to engage deeply with the liberal arts and acquire the knowledge, contexts, and skills to rise into leadership roles wherever their careers may take them. With courses from 28 ASC units and several external partners (e.g. College of Nursing, College of Public Health, and College of Education and Human Ecology), the Leadership major is highly interdisciplinary. We have also designed it to be flexible, as well as rigorous, as we expect a significant number of students will choose it as a second major.

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With thanks,
Scott

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levi.18@osu.edu history.osu.edu

From: **Levi, Scott** levi.18@osu.edu 🔗
Subject: Re: Request for Dept of Dance Concurrence, Major in Leadership Studies
Date: May 12, 2023 at 1:12 PM
To: Anderson, Charles anderson.4357@osu.edu, McCarthy-Brown, Nyama mccarthy-brown.1@osu.edu
Cc: Martin, Andrew martin.1026@osu.edu, Schmidt, Amy schmidt.442@osu.edu

Thank YOU, Charles,
Scott

From: Anderson, Charles <anderson.4357@osu.edu>
Date: Friday, May 12, 2023 at 1:11 PM
To: Levi, Scott <levi.18@osu.edu>, McCarthy-Brown, Nyama <mccarthy-brown.1@osu.edu>
Cc: Martin, Andrew <martin.1026@osu.edu>, Schmidt, Amy <schmidt.442@osu.edu>
Subject: Re: Request for Dept of Dance Concurrence, Major in Leadership Studies

Dear Scott,

Apologies! Yes, we provide concurrence. Thank you for the inclusion of Anti-Racism in the Arts.

My best,
Charles

Charles O. Anderson, MFA
Professor of Afro-Contemporary Dance
Chair of The Department of Dance
320 Sullivant Hall
The Ohio State University
(he/him)
www.charlesoanderson.me

From: Levi, Scott <levi.18@osu.edu>
Sent: Friday, May 12, 2023 12:59:45 PM
To: Anderson, Charles <anderson.4357@osu.edu>; McCarthy-Brown, Nyama <mccarthy-brown.1@osu.edu>
Cc: Martin, Andrew <martin.1026@osu.edu>; Schmidt, Amy <schmidt.442@osu.edu>
Subject: Request for Dept of Dance Concurrence, Major in Leadership Studies

Dear Charles and Nyama,

Just a gentle reminder that we hope to have concurrences collected by the end of the day today. Silence is interpreted as a yes, but as we expect to encounter a bit of resistance outside of ASC every tangible "yes" holds value. No problem, of course, if you need a bit longer.

Thank you,
Scott

Dear Charles and Nyama,

I am writing on behalf of a group of faculty from across the College of Arts & Sciences to request your unit's concurrence for a new interdisciplinary liberal arts major in Leadership Studies.

The central aim of the Leadership major is to provide OSU students the opportunity to engage deeply with the liberal arts and acquire the knowledge, contexts, and skills to rise into leadership roles wherever their careers may take them. With courses from 28 ASC units and several external partners (e.g. College of Nursing, College of Public Health, and College of Education and Human Ecology), the Leadership major is highly interdisciplinary. We have also designed it to be flexible, as well as rigorous, as we expect a significant number of students will choose it as a second major.

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With thanks,
Scott

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Scott Levi
Professor and Chair
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230 Annie and John Glenn Avenue
Columbus, OH 43210-1367
614-292-3001 Office / 614-292-2447 Office / 614-292-2282 Fax

levi.18@osu.edu history.osu.edu

From: Munch, Fabienne munch.31@osu.edu 📎
Subject: Re: Request for Dept of Design Concurrence, Major in Leadership Studies
Date: May 12, 2023 at 1:26 PM
To: Levi, Scott levi.18@osu.edu, Beecher, Mary A. beecher.17@osu.edu

FM

Dear Scott,

I maintain my previous remark that the place made to the creative disciplines is "buried" down in the track that you named "Leadership in Society" in this final expression of the project.
I would prefer to see this called "Leadership of Creatives", or "Leadership of creative fields"
Other than that, you got it!

Fabienne

THE OHIO STATE UNIVERSITY

Fabienne Münch, PhD
Professor and Department Chair

The Ohio State University
College of Arts and Sciences
Department of Design
100 Hayes Hall
108 North Oval Mall, Columbus, OH 43210
614.247.8943 Office
munch.31@osu.edu

Pronouns: she/her/hers

From: Levi, Scott <levi.18@osu.edu>
Date: Friday, May 12, 2023 at 12:40 PM
To: Munch, Fabienne <munch.31@osu.edu>
Cc: Beecher, Mary A. <beecher.17@osu.edu>
Subject: Re: Request for Dept of Design Concurrence, Major in Leadership Studies

Dear Fabienne,

Just a gentle reminder that we hope to have concurrences collected by the end of the day today.

Thank you,
Scott

From: Munch, Fabienne <munch.31@osu.edu>

Date: Friday, April 28, 2023 at 9:07 AM
To: Levi, Scott <levi.18@osu.edu>
Cc: Beecher, Mary A. <beecher.17@osu.edu>
Subject: Re: Request for Dept of Design Concurrence, Major in Leadership Studies

Okay cool! I was not clearly described in the first document.
Mary Anne and I will review it soon,
Fabienne

From: Levi, Scott <levi.18@osu.edu>
Date: Friday, April 28, 2023 at 8:38 AM
To: Munch, Fabienne <munch.31@osu.edu>
Cc: Beecher, Mary A. <beecher.17@osu.edu>
Subject: Re: Request for Dept of Design Concurrence, Major in Leadership Studies

Dear Fabienne,

No, that track is very much still there. If you open the spreadsheet you'll see it along the bottom, Tab 2.B. The Arts Pathway is what we're calling it. I've also agreed to help fund a new Arts Leadership course that one of Laura's colleagues is creating, and which is I believe still in the works.

Please let me know if any of that remains unclear. I assure you that we are most definitely not backing away from arts leadership!

Thanks,
Scott

From: Munch, Fabienne <munch.31@osu.edu>
Date: Friday, April 28, 2023 at 8:35 AM
To: Levi, Scott <levi.18@osu.edu>
Cc: Beecher, Mary A. <beecher.17@osu.edu>
Subject: Re: Request for Dept of Design Concurrence, Major in Leadership Studies

Dear Scott,

This is different from what you presented at the Arts Directors and Chairs meeting few months ago.
I am quite disappointed to see that there is no more "creative track" concept.
What happened since you shared the draft with us?

Fabienne Münch, PhD
Professor and Department Chair

The Ohio State University
College of Arts and Sciences
Department of Design
100 Hayes Hall
108 North Oval Mall, Columbus, OH 43210
614.247.8943 Office
munch.31@osu.edu

Pronouns: she/her/hers

From: Levi, Scott <levi.18@osu.edu>
Date: Friday, April 28, 2023 at 8:13 AM
To: Munch, Fabienne <munch.31@osu.edu>, Beecher, Mary A. <beecher.17@osu.edu>
Cc: Martin, Andrew <martin.1026@osu.edu>
Subject: Request for Dept of Design Concurrence, Major in Leadership Studies

Dear Fabienne and Mary Anne,

I am writing on behalf of a group of faculty from across the College of Arts & Sciences to request your unit's concurrence for a new interdisciplinary liberal arts major in Leadership Studies.

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With thanks,
Scott

Scott

THE OHIO STATE UNIVERSITY

Scott Levi
Professor and Chair
Department of History
106 Dulles Hall
230 Annie and John Glenn Avenue
Columbus, OH 43210-1367
614-292-3001 Office / 614-292-2447 Office / 614-292-2282 Fax

levi.18@osu.edu history.osu.edu

From: **Griffith, Elizabeth M.** griffith.906@osu.edu 🖉
Subject: Re: Request for Earth Sciences Concurrence, Major in Leadership Studies
Date: May 12, 2023 at 3:49 PM
To: Levi, Scott levi.18@osu.edu, Lower, Steven lower.9@osu.edu
Cc: Martin, Andrew martin.1026@osu.edu

EG

Hi Scott,

Steven and I have discussed this new proposed major with each other and within the School of Earth Sciences with other faculty and we are very supportive. As you and I have discussed, the courses you chose to include from EARTHSC fit well in the major. We are happy to provide concurrence.

Best regards,
Liz

School of Earth Sciences
Associate Director of Administration
Chair SES Curriculum Committee

From: Levi, Scott <levi.18@osu.edu>
Sent: Friday, May 12, 2023 3:38 PM
To: Lower, Steven <lower.9@osu.edu>; Griffith, Elizabeth M. <griffith.906@osu.edu>
Cc: Martin, Andrew <martin.1026@osu.edu>
Subject: Request for Earth Sciences Concurrence, Major in Leadership Studies

Dear Steven and Elizabeth,

Just a gentle reminder that we hope to have concurrences collected by the end of the day today. Silence is interpreted as a yes, but as we expect to encounter a bit of resistance outside of ASC every tangible "yes" holds value. No problem, of course, if you need a bit longer.

Thank you,
Scott

Dear Steven and Elizabeth,

I am writing on behalf of a group of faculty from across the College of Arts & Sciences to request your unit's concurrence for a new interdisciplinary liberal arts major in Leadership Studies.

The central aim of the Leadership major is to provide OSU students the opportunity to engage deeply with the liberal arts and acquire the knowledge, contexts, and skills to rise into leadership roles wherever their careers may take them. With courses from 28 ASC

units and several external partners (e.g. College of Nursing, College of Public Health, and College of Education and Human Ecology), the Leadership major is highly interdisciplinary. We have also designed it to be flexible, as well as rigorous, as we expect a significant number of students will choose it as a second major.

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With thanks,
Scott

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levi.18@osu.edu history.osu.edu

From: **Hamilton, Ian** hamilton.598@osu.edu 📎
Subject: RE: Request for EEOB Concurrence, Major in Leadership Studies
Date: May 5, 2023 at 12:41 PM
To: Levi, Scott levi.18@osu.edu, Carstens, Bryan C. carstens.12@osu.edu
Cc: Martin, Andrew martin.1026@osu.edu

Dear Scott,

EEOB offers concurrence on the proposed Major in Leadership Studies. This looks like a great program!

Please let me know if you need any additional information from us.

-Ian

THE OHIO STATE UNIVERSITY

Ian Hamilton
Professor
Vice Chair of Undergraduate Studies, EEOB
College of Arts & Sciences
Department of Evolution, Ecology and Organismal Biology & Department of Mathematics
390 Aronoff Laboratory, 318 W 12th Ave, Columbus, OH 43210
hamilton.598@osu.edu
Pronouns: he/him/his

From: Levi, Scott <levi.18@osu.edu>
Sent: Friday, April 28, 2023 8:14 AM
To: Carstens, Bryan C. <carstens.12@osu.edu>; Hamilton, Ian <hamilton.598@osu.edu>
Cc: Martin, Andrew <martin.1026@osu.edu>
Subject: Request for EEOB Concurrence, Major in Leadership Studies

Dear Bryan and Ian,

I am writing on behalf of a group of faculty from across the College of Arts & Sciences to request your unit's concurrence for a new interdisciplinary liberal arts major in Leadership Studies.

The central aim of the Leadership major is to provide OSU students the opportunity to engage deeply with the liberal arts and acquire the knowledge, contexts, and skills to rise into leadership roles wherever their careers may take them. With courses from 28 ASC units and several external partners (e.g. College of Nursing, College of Public Health, and College of Education and Human Ecology), the Leadership major is highly interdisciplinary. We have also designed it to be flexible, as well as rigorous, as we expect a significant number of students will choose it as a second major.

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With thanks,
Scott

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614-292-3001 Office / 614-292-2447 Office / 614-292-2282 Fax

levi.18@osu.edu history.osu.edu

Hi Scott,

You have our concurrence.

Best wishes,
Jim

THE OHIO STATE UNIVERSITY

James Peck
Professor and Chair, Department of Economics
The Ohio State University

Dear Jim and Kurt,

I am writing on behalf of a group of faculty from across the College of Arts & Sciences to request your unit's concurrence for a new interdisciplinary liberal arts major in Leadership Studies.

The central aim of the Leadership major is to provide OSU students the opportunity to engage deeply with the liberal arts and acquire the knowledge, contexts, and skills to rise into leadership roles wherever their careers may take them. With courses from 28 ASC units and several external partners (e.g. College of Nursing, College of Public Health, and College of Education and Human Ecology), the Leadership major is highly interdisciplinary. We have also designed it to be flexible, as well as rigorous, as we expect a significant number of students will choose it as a second major.

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With thanks,
Scott

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levi.18@osu.edu history.osu.edu

From: **Hewitt, Elizabeth** hewitt.33@osu.edu 📎
Subject: Re: Request for Dept of English Concurrence, Major in Leadership Studies
Date: May 8, 2023 at 5:17 PM
To: Levi, Scott levi.18@osu.edu

EH

Dear Scott,

The Department of English is happy to provide concurrence on the new new major. You might be interested to know that Kay Halasek is currently writing a proposal to offer a DL version of the Arts of Persuasion (English 2276 course), which also serves as a Citizenship GE Theme course.

Many thanks,
Beth

From: Levi, Scott <levi.18@osu.edu>
Date: Friday, April 28, 2023 at 8:13 AM
To: Williams, Susan S. <williams.488@osu.edu>, Hewitt, Elizabeth <hewitt.33@osu.edu>
Cc: Martin, Andrew <martin.1026@osu.edu>, Stanutz, Katie <stanutz.3@osu.edu>
Subject: Request for Dept of English Concurrence, Major in Leadership Studies

Dear Susan and Elizabeth,

I am writing on behalf of a group of faculty from across the College of Arts & Sciences to request your unit's concurrence for a new interdisciplinary liberal arts major in Leadership Studies.

The central aim of the Leadership major is to provide OSU students the opportunity to engage deeply with the liberal arts and acquire the knowledge, contexts, and skills to rise into leadership roles wherever their careers may take them. With courses from 28 ASC units and several external partners (e.g. College of Nursing, College of Public Health, and College of Education and Human Ecology), the Leadership major is highly interdisciplinary. We have also designed it to be flexible, as well as rigorous, as we expect a significant number of students will choose it as a second major.

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With thanks,
Scott

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levi.18@osu.edu history.osu.edu

Dear Scott,

What an impressive undertaking. I can see that a great deal of work has gone into this. I think it will be of great benefit to the College and to students. You have full concurrence from French and Italian. Glad to see FRIT 3054 on the list of courses, I think it is very relevant.

Yours,

Sarah-Grace Heller

THE OHIO STATE UNIVERSITY

Sarah-Grace Heller
Chair, Department of French and Italian
Associate professor of French, affiliate faculty Medieval and Renaissance Studies

The Ohio State University
200 Hagerty Hall
1775 College Rd, Columbus , OH 43209

heller.64@osu.edu / https://frit.osu.edu/.osu.edu
Pronouns: she/hers

From: Levi, Scott <levi.18@osu.edu>
Date: Friday, April 28, 2023 at 8:13 AM
To: Heller, Sarah-Grace <heller.64@osu.edu>, Hoffmann, Benjamin <hoffmann.312@osu.edu>
Cc: Martin, Andrew <martin.1026@osu.edu>
Subject: Request for FRIT Concurrence, Major in Leadership Studies

Dear Sarah-Grace and Benjamin,

I am writing on behalf of a group of faculty from across the College of Arts & Sciences to request your unit's concurrence for a new interdisciplinary liberal arts major in Leadership Studies.

The central aim of the Leadership major is to provide OSU students the opportunity to engage deeply with the liberal arts and acquire the knowledge, contexts, and skills to rise into leadership roles wherever their careers may take them. With courses from 28 ASC units and several external partners (e.g. College of Nursing, College of Public Health, and

College of Education and Human Ecology), the Leadership major is highly interdisciplinary. We have also designed it to be flexible, as well as rigorous, as we expect a significant number of students will choose it as a second major.

The curriculum includes four required courses that approach leadership from different disciplinary perspectives; a menu of skills courses; a set of six thematic specialization (students choose three courses from one specialization); and a senior capstone seminar. Two of the four core courses have been designed specifically for the major, while the skills and thematic specializations encourage students to explore the breadth and depth of the Arts and Sciences. We have also designed the major to incentivize student engagement with meaningful co-curricular activities.

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We hope that you will be willing to provide a concurrence within the next two weeks. OAA rules stipulate that a concurrence will be assumed if there is no response within two weeks of the request. That said, please do let me know if you require additional time to confer with your colleagues prior to responding. Please also don't hesitate to let me know if you have any questions, or if you would like any additional information.

With thanks,
Scott

THE OHIO STATE UNIVERSITY

Scott Levi
Professor and Chair
Department of History
106 Dulles Hall
230 Annie and John Glenn Avenue
Columbus, OH 43210-1367
614-292-3001 Office / 614-292-2447 Office / 614-292-2282 Fax

levi.18@osu.edu history.osu.edu

From: **Coleman, Mathew** coleman.373@osu.edu 📎
Subject: Re: Request for Geography Concurrence, Major in Leadership Studies
Date: May 1, 2023 at 7:06 PM
To: Levi, Scott levi.18@osu.edu

Hi Scott—

Geography is happy to support the Leadership Studies major. Congratulations!

Mat

THE OHIO STATE UNIVERSITY

Mat Coleman
Professor and Department Chair
Department of Geography, College of Social and Behavioral Sciences
http://u.osu.edu/coleman.373/

1062 Derby Hall
154 N. Oval Mall
Columbus, OH 43210-1361

The Ohio State University occupies land that is the ancestral and contemporary territory of the Shawnee, Potawatomi, Delaware, Miami, Peoria, Seneca, Wyandotte, Ojibwe and Cherokee peoples. The university resides on land ceded in the 1795 Treaty of Greeneville and the forced removal of tribes through the Indian Removal Act of 1830.

The Ohio State University is a land grant institution. Land grants nationwide received funding through the 1862 Morrill Act, which gave so-called 'public' land taken from tribal nations to states to seed institutions of higher education. The Ohio State University was funded through the sale of 630,000 acres of 'public' land, carefully documented at https://www.landgrabu.org/universities

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From: Levi, Scott <levi.18@osu.edu>
Date: Friday, April 28, 2023 at 8:14 AM
To: Coleman, Mathew <coleman.373@osu.edu>, Ettlinger, Nancy <ettlinger.1@osu.edu>
Cc: Martin, Andrew <martin.1026@osu.edu>
Subject: Request for Geography Concurrence, Major in Leadership Studies

Dear Mat and Nancy,

I am writing on behalf of a group of faculty from across the College of Arts & Sciences to request your unit's concurrence for a new interdisciplinary liberal arts major in Leadership Studies.

The central aim of the Leadership major is to provide OSU students the opportunity to engage deeply with the liberal arts and acquire the knowledge, contexts, and skills to rise into leadership roles wherever their careers may take them. With courses from 28 ASC

units and several external partners (e.g. College of Nursing, College of Public Health, and College of Education and Human Ecology), the Leadership major is highly interdisciplinary. We have also designed it to be flexible, as well as rigorous, as we expect a significant number of students will choose it as a second major.

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With thanks,
Scott

THE OHIO STATE UNIVERSITY

Scott Levi
Professor and Chair
Department of History
106 Dulles Hall
230 Annie and John Glenn Avenue
Columbus, OH 43210-1367
614-292-3001 Office / 614-292-2447 Office / 614-292-2282 Fax

levi.18@osu.edu history.osu.edu

From: **Soland, Birgitte** soland.1@osu.edu 📎

Subject: Re: Request for History Concurrence, Major in Leadership Studies

Date: April 28, 2023 at 9:23 AM

To: Levi, Scott levi.18@osu.edu

Cc: Martin, Andrew martin.1026@osu.edu

BS

On behalf of the Department of History Committee on Undergraduate Studies I am delighted to grant concurrence to this outstanding initiative.

All best,
Birgitte

Birgitte Søland, Assoc. Prof.
Chair of Undergraduate Studies
Department of History
106 Dulles Hall
230 Annie and John Glenn Avenue
Columbus, Ohio 43201
Soland.1@osu.edu
001-614-519-3616

From: "Levi, Scott" <levi.18@osu.edu>
Date: Friday, April 28, 2023 at 8:13 AM
To: "Levi, Scott" <levi.18@osu.edu>, Soland Birgitte <soland.1@osu.edu>
Cc: "Martin, Andrew" <martin.1026@osu.edu>
Subject: Request for History Concurrence, Major in Leadership Studies

Dear Birgitte,

I am writing on behalf of a group of faculty from across the College of Arts & Sciences to request ~~your~~ our unit's concurrence (😊) for a new interdisciplinary liberal arts major in Leadership Studies.

The central aim of the Leadership major is to provide OSU students the opportunity to engage deeply with the liberal arts and acquire the knowledge, contexts, and skills to rise into leadership roles wherever their careers may take them. With courses from 28 ASC units and several external partners (e.g. College of Nursing, College of Public Health, and College of Education and Human Ecology), the Leadership major is highly interdisciplinary. We have also designed it to be flexible, as well as rigorous, as we expect a significant number of students will choose it as a second major.

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With thanks,
Scott

THE OHIO STATE UNIVERSITY

Scott Levi
Professor and Chair
Department of History
106 Dulles Hall
230 Annie and John Glenn Avenue
Columbus, OH 43210-1367
614-292-3001 Office / 614-292-2447 Office / 614-292-2282 Fax

levi.18@osu.edu history.osu.edu

Dear Scott,

The Department of Linguistics is happy to provide concurrence for the Leadership Studies major.

Cynthia

Cynthia G. Clopper (she/her/hers)
Arts and Sciences Distinguished Professor and Chair
Department of Linguistics
The Ohio State University
(614) 292-8235
clopper.1@osu.edu

From: Levi, Scott <levi.18@osu.edu>
Date: Friday, April 28, 2023 at 8:13 AM
To: Clopper, Cynthia <clopper.1@osu.edu>
Cc: Martin, Andrew <martin.1026@osu.edu>
Subject: Request for Linguistics Concurrence, Major in Leadership Studies

Dear Cynthia,

I am writing on behalf of a group of faculty from across the College of Arts & Sciences to request your unit's concurrence for a new interdisciplinary liberal arts major in Leadership Studies.

The central aim of the Leadership major is to provide OSU students the opportunity to engage deeply with the liberal arts and acquire the knowledge, contexts, and skills to rise into leadership roles wherever their careers may take them. With courses from 28 ASC units and several external partners (e.g. College of Nursing, College of Public Health, and College of Education and Human Ecology), the Leadership major is highly interdisciplinary. We have also designed it to be flexible, as well as rigorous, as we expect a significant number of students will choose it as a second major.

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We hope that you will be willing to provide a concurrence within the next two weeks. OAA

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With thanks,
Scott

THE OHIO STATE UNIVERSITY

Scott Levi
Professor and Chair
Department of History
106 Dulles Hall
230 Annie and John Glenn Avenue
Columbus, OH 43210-1367
614-292-3001 Office / 614-292-2447 Office / 614-292-2282 Fax

levi.18@osu.edu history.osu.edu

From: **Ban, Chunsheng** cban@math.ohio-state.edu 📎
Subject: Re: Request for Mathematics Concurrence, Major in Leadership Studies
Date: May 12, 2023 at 1:02 PM
To: Levi, Scott levi.18@osu.edu, Lafont, Jean-Francois jlafont@math.ohio-state.edu
Cc: Martin, Andrew martin.1026@osu.edu

CB

Dear Scott,

Thanks for the reminder!

We have reviewed the proposal, and we think it is an excellent program and it will be an important part of the program offerings by the Arts and Sciences. We give our concurrence. We hope we can find ways for Mathematics to contribute to the program more.

Thank you very much for your patience!

Best,
Chunsheng Ban
Professor and Vice Chair for Undergraduate Study
Department of Mathematics

From: Levi, Scott <levi.18@osu.edu>
Sent: Friday, May 12, 2023 12:43 PM
To: Ban, Chunsheng <cban@math.ohio-state.edu>; Lafont, Jean-Francois <jlafont@math.ohio-state.edu>
Cc: Martin, Andrew <martin.1026@osu.edu>
Subject: Re: Request for Mathematics Concurrence, Major in Leadership Studies

Dear Chunsheng and Jean,

Just a gentle reminder that we hope to have concurrences collected by the end of the day today.

Thank you,
Scott

From: Ban, Chunsheng <cban@math.ohio-state.edu>
Date: Friday, April 28, 2023 at 4:29 PM
To: Levi, Scott <levi.18@osu.edu>, Lafont, Jean-Francois <jlafont@math.ohio-state.edu>
Cc: Martin, Andrew <martin.1026@osu.edu>
Subject: Re: Request for Mathematics Concurrence, Major in Leadership Studies

Hi Scott,

No apology is needed here 🙂. I can go either way and I have no problem with it at all. It is confusing indeed.

Have a nice weekend!

Best,
Chunsheng

From: Levi, Scott <levi.18@osu.edu>
Sent: Friday, April 28, 2023 4:19 PM
To: Ban, Chunsheng <cban@math.ohio-state.edu>; Lafont, Jean-Francois <jlafont@math.ohio-state.edu>
Cc: Martin, Andrew <martin.1026@osu.edu>
Subject: Re: Request for Mathematics Concurrence, Major in Leadership Studies

Thank you, Chunsheng. My apologies for using the wrong name, and I look forward to hearing from you when you've had a chance to review the proposal.
Best, Scott

From: Ban, Chunsheng <cban@math.ohio-state.edu>
Date: Friday, April 28, 2023 at 4:16 PM
To: Levi, Scott <levi.18@osu.edu>, Lafont, Jean-Francois <jlafont@math.ohio-state.edu>
Cc: Martin, Andrew <martin.1026@osu.edu>
Subject: Re: Request for Mathematics Concurrence, Major in Leadership Studies

Dear Scott,

Thank you for contacting us with this proposal. We will look at and discuss it, and will provide our feedback.

Best,
Chunsheng

From: Levi, Scott <levi.18@osu.edu>
Sent: Friday, April 28, 2023 8:14 AM
To: Lafont, Jean-Francois <jlafont@math.ohio-state.edu>; Ban, Chunsheng <cban@math.ohio-state.edu>
Cc: Martin, Andrew <martin.1026@osu.edu>
Subject: Request for Mathematics Concurrence, Major in Leadership Studies

Dear Jean and Ban,

I am writing on behalf of a group of faculty from across the College of Arts & Sciences to request your unit's concurrence for a new interdisciplinary liberal arts major in Leadership Studies.

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With thanks,
Scott

THE OHIO STATE UNIVERSITY

Scott Levi
Professor and Chair
Department of History
106 Dulles Hall
230 Annie and John Glenn Avenue
Columbus, OH 43210-1367
614-292-3001 Office / 614-292-2447 Office / 614-292-2282 Fax

levi.18@osu.edu history.osu.edu

From: **Fredrick, Kurt** fredrick.5@osu.edu 📎
Subject: Re: Request for Microbiology Concurrence, Major in Leadership Studies
Date: April 28, 2023 at 8:22 AM
To: Levi, Scott levi.18@osu.edu, Kwiek, Jesse kwiek.2@osu.edu
Cc: Martin, Andrew martin.1026@osu.edu

KF

Hi Scott,
Looks fine to me. Hope you find success with the program!
Best,
Kurt

Kurt L. Fredrick, Ph.D.
Professor and Chair
Department of Microbiology
The Ohio State University
286 Aronoff Laboratory
318 W 12th Ave
Columbus, OH 43210

Phone: 614-292-6679
Email: fredrick.5@osu.edu

From: "Levi, Scott" <levi.18@osu.edu>
Date: Friday, April 28, 2023 at 8:14 AM
To: "Fredrick, Kurt" <fredrick.5@osu.edu>, "Kwiek, Jesse" <kwiek.2@osu.edu>
Cc: "Martin, Andrew" <martin.1026@osu.edu>
Subject: Request for Microbiology Concurrence, Major in Leadership Studies

Dear Kurt and Jesse,

I am writing on behalf of a group of faculty from across the College of Arts & Sciences to request your unit's concurrence for a new interdisciplinary liberal arts major in Leadership Studies.

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With thanks,
Scott

THE OHIO STATE UNIVERSITY

Scott Levi
Professor and Chair
Department of History
106 Dulles Hall
230 Annie and John Glenn Avenue
Columbus, OH 43210-1367
614-292-3001 Office / 614-292-2447 Office / 614-292-2282 Fax

levi.18@osu.edu history.osu.edu

Dear Scott,

The School of Music is in support of the proposed program and has no concerns. If we can provide any support or partnership, please don't hesitate to contact me. Congrats on putting forward this important and exciting program! All best wishes,

Michael

Michael Ibrahim
Director
School of Music

The Ohio State University
College of Arts and Sciences
Timashev Family Music Building / Weigel Hall
1866 College Rd N #110, Columbus, OH 43210
646-285-6430 Mobile
ibrahim.359@osu.edu / music.osu.edu
Pronouns: he/him/his / Honorific: Dr.
At times I send emails outside of 8 a.m. - 5 p.m. business hours or on weekends. Please do not feel obligated to respond outside of normal working hours.

From: Levi, Scott <levi.18@osu.edu>
Sent: Friday, April 28, 2023 8:13 AM
To: Ibrahim, Michael <ibrahim.359@osu.edu>; Hedgecoth, David <hedgecoth.1@osu.edu>
Cc: Martin, Andrew <martin.1026@osu.edu>
Subject: Request for Music Concurrence, Major in Leadership Studies

Dear Michael and David,

I am writing on behalf of a group of faculty from across the College of Arts & Sciences to request your unit's concurrence for a new interdisciplinary liberal arts major in Leadership Studies.

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With thanks,
Scott

THE OHIO STATE UNIVERSITY

Scott Levi
Professor and Chair
Department of History
106 Dulles Hall
230 Annie and John Glenn Avenue
Columbus, OH 43210-1367
614-292-3001 Office / 614-292-2447 Office / 614-292-2282 Fax

levi.18@osu.edu history.osu.edu

RS

Hi Scott,

We concur!

Please let me know if you require any additional information.

Best wishes,

Richard

Professor Richard Samuels
Chair, Department of Philosophy
Center for Cognitive and Brain Sciences
The Ohio State University
350 University Hall
230 North Oval Mall
Columbus, OH 43210-1365, USA

From: Levi, Scott <levi.18@osu.edu>
Date: Friday, April 28, 2023 at 8:14 AM
To: Samuels, Richard <samuels.58@osu.edu>, Shabel, Lisa <shabel.1@osu.edu>
Cc: Martin, Andrew <martin.1026@osu.edu>
Subject: Request for Philosophy Concurrence, Major in Leadership Studies

Dear Richard and Lisa,

I am writing on behalf of a group of faculty from across the College of Arts & Sciences to request your unit's concurrence for a new interdisciplinary liberal arts major in Leadership Studies.

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With thanks,
Scott

THE OHIO STATE UNIVERSITY

Scott Levi
Professor and Chair
Department of History
106 Dulles Hall
230 Annie and John Glenn Avenue
Columbus, OH 43210-1367
614-292-3001 Office / 614-292-2447 Office / 614-292-2282 Fax

levi.18@osu.edu history.osu.edu

Subject:	Re: Request for Statistics Concurrence, Major in Leadership Studies
Date:	Friday, May 12, 2023 at 1:55:03 PM Eastern Daylight Time
From:	Poirier, Michael
To:	Levi, Scott, Humanic, Thomas
CC:	Martin, Andrew
Attachments:	image001.png, image002.png

Hi Scott,

I am happy to provide you with a yes. It is too bad that Physics is not involved with this in connection to Leadership in STEM fields. Perhaps we could get engaged at some point.

Thanks and best of luck with getting this new major approved!

Michael

THE OHIO STATE UNIVERSITY

Michael G. Poirier
Professor and Chair
Department of Physics Department of Chemistry & Biochemistry (by courtesy)
1040 Physics Research Building, 191 West Woodruff Avenue, Columbus, OH 43210-1117
614- 247-4493 Office / 614-688-0742 Labs: 2135, 2147, 2151
poirier.18@osu.edu / http://u.osu.edu/poirierlab/.osu.edu

From: Levi, Scott <levi.18@osu.edu>
Date: Friday, May 12, 2023 at 12:57 PM
To: Poirier, Michael <poirier.18@osu.edu>, Humanic, Thomas <humanic.1@osu.edu>
Cc: Martin, Andrew <martin.1026@osu.edu>
Subject: Request for Statistics Concurrence, Major in Leadership Studies

Dear Michael and Tom,

Just a gentle reminder that we hope to have concurrences collected by the end of the day today. Silence is interpreted as a yes, but as we expect to encounter a bit of resistance outside of ASC every tangible "yes" holds value. No problem, of course, if you need a bit longer.

Thank you,
Scott

Dear Michael and Tom,

I am writing on behalf of a group of faculty from across the College of Arts & Sciences to request your unit's concurrence for a new interdisciplinary liberal arts major in Leadership Studies.

The central aim of the Leadership major is to provide OSU students the opportunity to engage deeply with the liberal arts and acquire the knowledge, contexts, and skills to rise into leadership roles wherever their careers may take them. With courses from 28 ASC units and several external partners (e.g. College of Nursing, College of Public Health, and College of Education and Human Ecology), the Leadership major is highly interdisciplinary. We have also designed it to be flexible, as well as rigorous, as we expect a significant number of students will choose it as a second major.

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With thanks,
Scott

THE OHIO STATE UNIVERSITY

Scott Levi
Professor and Chair
Department of History
106 Dulles Hall
230 Annie and John Glenn Avenue
Columbus, OH 43210-1367
614-292-3001 Office / 614-292-2447 Office / 614-292-2282 Fax

levi.18@osu.edu history.osu.edu

From: **Caldeira, Gregory** caldeira.1@polisci.osu.edu 🔗
Subject: RE: Request for Political Science Concurrence, Major in Leadership Studies
Date: May 14, 2023 at 9:00 PM
To: MacGilvray, Eric macgilvray.2@osu.edu, Kogan, Vladimir kogan.18@osu.edu
Cc: Levi, Scott levi.18@osu.edu, Martin, Andrew martin.1026@osu.edu

Dear Scott,

I am sorry to be so slow in responding. The Department of Political Science definitely concurs in this proposal.

Best Greg

From: "Levi, Scott" <levi.18@osu.edu>
Date: Friday, April 28, 2023 at 8:14 AM
To: "Caldeira, Gregory" <caldeira.1@polisci.osu.edu>, Eric MacGilvray <macgilvray.2@osu.edu>
Cc: "Martin, Andrew" <martin.1026@osu.edu>
Subject: Request for Political Science Concurrence, Major in Leadership Studies

Dear Greg and Eric,

I am writing on behalf of a group of faculty from across the College of Arts & Sciences (including Eric, of course) to request your unit's concurrence for a new interdisciplinary liberal arts major in Leadership Studies.

The central aim of the Leadership major is to provide OSU students the opportunity to engage deeply with the liberal arts and acquire the knowledge, contexts, and skills to rise into leadership roles wherever their careers may take them. With courses from 28 ASC units and several external partners (e.g. College of Nursing, College of Public Health, and College of Education and Human Ecology), the Leadership major is highly interdisciplinary. We have also designed it to be flexible, as well as rigorous, as we expect a significant number of students will choose it as a second major.

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We hope that you will be willing to provide a concurrence within the next two weeks. OAA rules stipulate that a concurrence will be assumed if there is no response within two weeks of the request. That said, please do let me know if you require additional time to confer with your colleagues prior to responding. Please also don't hesitate to let me

know if you have any questions, or if you would like any additional information.

With thanks,
Scott

THE OHIO STATE UNIVERSITY

Scott Levi
Professor and Chair
Department of History
106 Dulles Hall
230 Annie and John Glenn Avenue
Columbus, OH 43210-1367
614-292-3001 Office / 614-292-2447 Office / 614-292-2282 Fax

levi.18@osu.edu history.osu.edu

From: **Wegener, Duane** wegener.1@osu.edu 🖉
Subject: RE: Request for Psychology Concurrence, Major in Leadership Studies
Date: May 11, 2023 at 9:23 AM
To: Levi, Scott levi.18@osu.edu, Cravens-Brown, Lisa cravens-brown.1@osu.edu
Cc: Martin, Andrew martin.1026@osu.edu

DW

The Department of Psychology concurs. We are excited to help provide support for this new major!
Best wishes,
Duane

THE OHIO STATE UNIVERSITY

Duane T. Wegener (he/him/his)

College of Arts and Sciences Distinguished Professor of Psychology

Chair, Department of Psychology

Psychology Building, Room 225A, 1835 Neil Avenue, Columbus, OH 43210

614-292-3038 Office

wegener.1@osu.edu

From: Levi, Scott <levi.18@osu.edu>
Sent: Friday, April 28, 2023 8:14 AM
To: Wegener, Duane <wegener.1@osu.edu>; Cravens-Brown, Lisa <cravens-brown.1@osu.edu>
Cc: Martin, Andrew <martin.1026@osu.edu>
Subject: Request for Psychology Concurrence, Major in Leadership Studies

Dear Duane and Lisa,

I am writing on behalf of a group of faculty from across the College of Arts & Sciences to request your unit's concurrence for a new interdisciplinary liberal arts major in Leadership Studies.

The central aim of the Leadership major is to provide OSU students the opportunity to engage deeply with the liberal arts and acquire the knowledge, contexts, and skills to rise into leadership roles wherever their careers may take them. With courses from 28 ASC units and several external partners (e.g. College of Nursing, College of Public Health, and College of Education and Human Ecology), the Leadership major is highly interdisciplinary. We have also designed it to be flexible, as well as rigorous, as we expect a significant number of students will choose it as a second major.

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With thanks,
Scott

THE OHIO STATE UNIVERSITY

Scott Levi
Professor and Chair
Department of History
106 Dulles Hall
230 Annie and John Glenn Avenue
Columbus, OH 43210-1367
614-292-3001 Office / 614-292-2447 Office / 614-292-2282 Fax

levi.18@osu.edu history.osu.edu

We concur.

Angela Brintlinger
Ohio State University
Director, Center for Slavic, East European and Eurasian Studies
Professor and Chair, Department of Slavic and East European Languages and Cultures
Affiliate, Mershon Center for International Security Studies
Member, Guarini Institute of Public Affairs Advisory Council

THE OHIO STATE UNIVERSITY

From: Levi, Scott <levi.18@osu.edu>
Date: Friday, April 28, 2023 at 8:14 AM
To: Brintlinger, Angela <brintlinger.3@osu.edu>, Isurin, Ludmila
<isurin.1@osu.edu>
Cc: Martin, Andrew <martin.1026@osu.edu>
Subject: Request for Slavic Concurrence, Major in Leadership Studies

Dear Angela and Ludmila,

I am writing on behalf of a group of faculty from across the College of Arts & Sciences to request your unit's concurrence for a new interdisciplinary liberal arts major in Leadership Studies.

The central aim of the Leadership major is to provide OSU students the opportunity to engage deeply with the liberal arts and acquire the knowledge, contexts, and skills to rise into leadership roles wherever their careers may take them. With courses from 28 ASC units and several external partners (e.g. College of Nursing, College of Public Health, and College of Education and Human Ecology), the Leadership major is highly interdisciplinary. We have also designed it to be flexible, as well as rigorous, as we expect a significant number of students will choose it as a second major.

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curricular spreadsheet.

We hope that you will be willing to provide a concurrence within the next two weeks. OAA rules stipulate that a concurrence will be assumed if there is no response within two weeks of the request. That said, please do let me know if you require additional time to confer with your colleagues prior to responding. Please also don't hesitate to let me know if you have any questions, or if you would like any additional information.

With thanks,
Scott

THE OHIO STATE UNIVERSITY

Scott Levi
Professor and Chair
Department of History
106 Dulles Hall
230 Annie and John Glenn Avenue
Columbus, OH 43210-1367
614-292-3001 Office / 614-292-2447 Office / 614-292-2282 Fax

levi.18@osu.edu history.osu.edu

Hi Scott
Sorry, didn't realize Doug didn't cc you!

The Ohio State University
Andrew W. Martin
Associate Dean for Undergraduate Education
Professor of Sociology
614-247-6641 Office
martin.1026@osu.edu

From: Downey, Douglas <downey.32@osu.edu>
Sent: Friday, May 12, 2023 5:31:16 PM
To: Martin, Andrew <martin.1026@osu.edu>
Subject: Fwd: Request for Sociology Concurrence, Major in Leadership Studies

We concur.

Doug
Get Outlook for iOS

From: Williams, Kristi <williams.2339@osu.edu>
Sent: Friday, May 12, 2023 5:30:02 PM
To: Downey, Douglas <downey.32@osu.edu>
Subject: Re: Request for Sociology Concurrence, Major in Leadership Studies

Yes, looks good. Thx!

THE OHIO STATE UNIVERSITY

Kristi Williams, PhD
Professor and Chair
Department of Sociology
238A Townshend Hall, 1885 Neil Avenue Mall
Columbus, OH 43210
614.688.3207 Office
williams.2339@osu.edu

From: Downey, Douglas <downey.32@osu.edu>
Sent: Friday, May 12, 2023 2:32:45 PM
To: Williams, Kristi <williams.2339@osu.edu>
Subject: Fwd: Request for Sociology Concurrence, Major in Leadership Studies

Kristi,

I'm ok with this. You?

Doug

Get Outlook for iOS

From: Levi, Scott <levi.18@osu.edu>
Sent: Friday, May 12, 2023 12:56:30 PM
To: Williams, Kristi <williams.2339@osu.edu>; Downey, Douglas <downey.32@osu.edu>
Cc: Martin, Andrew <martin.1026@osu.edu>

Subject: Request for Sociology Concurrence, Major in Leadership Studies

Dear Kristi and Douglas,

Just a gentle reminder that we hope to have concurrences collected by the end of the day today. Silence is interpreted as a yes, but as we expect to encounter a bit of resistance outside of ASC every tangible "yes" holds value. No problem, of course, if you need a bit longer.

Thank you,
Scott

Dear Kristi and Douglas,

I am writing on behalf of a group of faculty from across the College of Arts & Sciences to request your unit's concurrence for a new interdisciplinary liberal arts major in Leadership Studies.

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We hope that you will be willing to provide a concurrence within the next two weeks. OAA rules stipulate that a concurrence will be assumed if there is no response within two weeks of the request. That said, please do let me know if you require additional time to confer with your colleagues prior to responding. Please also don't hesitate to let me know if you have any questions, or if you would like any additional information.

With thanks,
Scott

The Ohio State University

Scott Levi
Professor and Chair
Department of History
106 Dulles Hall
230 Annie and John Glenn Avenue
Columbus, OH 43210-1367
614-292-3001 Office / 614-292-2447 Office / 614-292-2282 Fax

levi.18@osu.edu history.osu.edu

Subject:	Re: Request for SPPO Concurrence, Major in Leadership Studies
Date:	Monday, May 1, 2023 at 12:48:45 PM Eastern Daylight Time
From:	Romero, Eugenia
To:	Levi, Scott, Grinstead, John
CC:	Martin, Andrew
Attachments:	image001.png, image002.png

Dear Scott,

Thank you so much for sending this to us. We looked at the Leadership Studies major proposal with great interest, and we are very excited for the opportunities it can bring. Particularly, we believe that some of SPPO's programs and courses could really complement the major. For example, our Spanish minor for business courses, our service-learning course (Span 5689s) and our forthcoming internship courses could be great opportunities for students pursuing the Leadership Studies major in the Business and Markets thematic specialization. I'm sure that with time we could think of other options for the new major.

That said, we are happy to provide our concurrence. Please do not hesitate to reach out to us as we the proposal moves forward.

Best,

Eugenia

 THE OHIO STATE UNIVERSITY

Dr. Eugenia R. Romero, PhD
Vice-Chair & Director of Undergraduate Studies
Associate Professor of Iberian Studies
Department of Spanish and Portuguese
244 Hagerty Hall, 1775 College Rd., Columbus, OH 43210
614-247-6179 Office / 614 292-7726 Fax
romero.25@osu.edu
Website: https://u.osu.edu/romero.25/
Pronouns: she/her/hers

From: Levi, Scott <levi.18@osu.edu>
Date: Friday, April 28, 2023 at 8:14 AM
To: Grinstead, John <grinstead.11@osu.edu>, Romero, Eugenia <romero.25@osu.edu>
Cc: Martin, Andrew <martin.1026@osu.edu>
Subject: Request for SPPO Concurrence, Major in Leadership Studies

Dear John and Eugenia,

I am writing on behalf of a group of faculty from across the College of Arts & Sciences to request your unit's concurrence for a new interdisciplinary liberal arts major in Leadership Studies.

The central aim of the Leadership major is to provide OSU students the opportunity to engage deeply with the liberal arts and acquire the knowledge, contexts, and skills to rise into leadership roles wherever their careers may take them. With courses from 28 ASC units and several external partners (e.g. College of Nursing, College of Public Health, and College of Education and Human Ecology), the Leadership major is highly interdisciplinary. We have also designed it to be flexible, as well as rigorous, as we expect a significant number of students will choose it as a second major.

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With thanks,
Scott

THE OHIO STATE UNIVERSITY

Scott Levi
Professor and Chair
Department of History
106 Dulles Hall
230 Annie and John Glenn Avenue
Columbus, OH 43210-1367
614-292-3001 Office / 614-292-2447 Office / 614-292-2282 Fax

levi.18@osu.edu history.osu.edu

Subject:	Re: Request for Statistics Concurrence, Major in Leadership Studies
Date:	Friday, May 12, 2023 at 1:20:47 PM Eastern Daylight Time
From:	MacEachern, Steven
To:	Levi, Scott
CC:	Martin, Andrew

Attachments: image001.png

Hi Scott and Andrew.

This quick note to say that Statistics concurs with the planned major in Leadership Studies. In fact, I am enthusiastic about the major and I believe that it will bring much to Ohio State and its students.

In the short run, get the major up and running. In the long run, if there are opportunities for a connection with Statistics (e.g., in how leaders can effectively couple an understanding of the world/their situation and data to make informed decisions), I hope that we can participate!

My best,

Steve

From: Levi, Scott <levi.18@osu.edu>
Sent: Friday, May 12, 2023 12:58 PM
To: MacEachern, Steven <snm@stat.osu.edu>
Cc: Martin, Andrew <martin.1026@osu.edu>
Subject: Request for Statistics Concurrence, Major in Leadership Studies

Dear Steve,

Just a gentle reminder that we hope to have concurrences collected by the end of the day today. Silence is interpreted as a yes, but as we expect to encounter a bit of resistance outside of ASC every tangible "yes" holds value. No problem, of course, if you need a bit longer.

Thank you,
Scott

Dear Steve,

I am writing on behalf of a group of faculty from across the College of Arts & Sciences to request your unit's concurrence for a new interdisciplinary liberal arts major in Leadership Studies.

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With thanks,
Scott

THE OHIO STATE UNIVERSITY

Scott Levi
Professor and Chair
Department of History
106 Dulles Hall
230 Annie and John Glenn Avenue
Columbus, OH 43210-1367
614-292-3001 Office / 614-292-2447 Office / 614-292-2282 Fax

levi.18@osu.edu history.osu.edu

Dear Michael and Tom,

I am writing on behalf of a group of faculty from across the College of Arts & Sciences to request your unit's concurrence for a new interdisciplinary liberal arts major in Leadership Studies.

The central aim of the Leadership major is to provide OSU students the opportunity to engage deeply with the liberal arts and acquire the knowledge, contexts, and skills to rise into leadership roles wherever their careers may take them. With courses from 28 ASC units and several external partners (e.g. College of Nursing, College of Public Health, and College of Education and Human Ecology), the Leadership major is highly interdisciplinary. We have also designed it to be flexible, as well as rigorous, as we expect a significant number of students will choose it as a second major.

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With thanks,
Scott

THE OHIO STATE UNIVERSITY

Scott Levi
Professor and Chair
Department of History
106 Dulles Hall
230 Annie and John Glenn Avenue
Columbus, OH 43210-1367
614-292-3001 Office / 614-292-2447 Office / 614-292-2282 Fax

levi.18@osu.edu history.osu.edu

We concur, unless Tom sees any potential issue.

Also, please note the spelling and name of our unit (page 18).

E.J. Westlake
(she/her or they/them)
Professor and Chair
Department of Theatre, Film, and Media Arts

THE OHIO STATE UNIVERSITY

From: Levi, Scott <levi.18@osu.edu>
Sent: Friday, April 28, 2023 8:14 AM
To: Westlake, E.J. <westlake.35@osu.edu>; Dugdale, Tom <dugdale.3@osu.edu>
Cc: Martin, Andrew <martin.1026@osu.edu>
Subject: Request for TFM Concurrence, Major in Leadership Studies

Dear E.J. and Tom,

I am writing on behalf of a group of faculty from across the College of Arts & Sciences to request your unit's concurrence for a new interdisciplinary liberal arts major in Leadership Studies.

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With thanks,
Scott

THE OHIO STATE UNIVERSITY

Scott Levi
Professor and Chair
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106 Dulles Hall
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levi.18@osu.edu history.osu.edu

ASC Leadership
Major....23.pdf

From: Winnubst, Shannon winnubst.1@osu.edu 📎
Subject: Re: Request for WGSS Concurrence, Major in Leadership Studies
Date: May 3, 2023 at 3:14 PM
To: Levi, Scott levi.18@osu.edu
Cc: Martin, Andrew martin.1026@osu.edu, Sreenivas, Mytheli sreenivas.2@osu.edu, Stotlar, Jackson stotlar.1@osu.edu

Dear Scott,

On behalf of WGSS, I am happy to offer a departmental concurrence for this exciting initiative!

We look forward to the roll out and assume you will alert us sufficiently in advance to handle the staffing of the WGSS 4403 foundational course.

All best,
Shannon

From: Winnubst, Shannon <winnubst.1@osu.edu>
Date: Friday, April 28, 2023 at 8:52 AM
To: Levi, Scott <levi.18@osu.edu>, Chen, Jian <chen.982@osu.edu>
Cc: Martin, Andrew <martin.1026@osu.edu>, Sreenivas, Mytheli <sreenivas.2@osu.edu>, Stotlar, Jackson <stotlar.1@osu.edu>
Subject: Re: Request for WGSS Concurrence, Major in Leadership Studies

Dear Scott & Colleagues,

Congratulations on moving this herculean effort forward!

I am adding Mytheli Sreenivas, our current Undergrad Studies Chair, and Jackson Stotlar, our Undergrad Coordinator, to this thread. (I believe Jian Chen has somehow been mistakenly reported to the College in the UGS Chair role.)

We look forward to reviewing the documents and moving this exciting new major forward.

All best,
Shannon

From: Levi, Scott <levi.18@osu.edu>
Date: Friday, April 28, 2023 at 8:14 AM
To: Winnubst, Shannon <winnubst.1@osu.edu>, Chen, Jian <chen.982@osu.edu>
Cc: Martin, Andrew <martin.1026@osu.edu>
Subject: Request for WGSS Concurrence, Major in Leadership Studies

Dear Shannon and Jian,

I am writing on behalf of a group of faculty from across the College of Arts & Sciences to request your unit's concurrence for a new interdisciplinary liberal arts major in Leadership

request your unit's concurrence for a new interdisciplinary liberal arts major in Leadership Studies.

The central aim of the Leadership major is to provide OSU students the opportunity to engage deeply with the liberal arts and acquire the knowledge, contexts, and skills to rise into leadership roles wherever their careers may take them. With courses from 28 ASC units and several external partners (e.g. College of Nursing, College of Public Health, and College of Education and Human Ecology), the Leadership major is highly interdisciplinary. We have also designed it to be flexible, as well as rigorous, as we expect a significant number of students will choose it as a second major.

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With thanks,
Scott

THE OHIO STATE UNIVERSITY

Scott Levi
Professor and Chair
Department of History
106 Dulles Hall
230 Annie and John Glenn Avenue
Columbus, OH 43210-1367
614-292-3001 Office / 614-292-2447 Office / 614-292-2282 Fax

levi.18@osu.edu history.osu.edu

Appendix VI.

Concurrences from ASC units not participating

From: **Weinberg, David** weinberg.21@osu.edu 🖉
Subject: Re: Request for Astronomy Concurrence, Major in Leadership Studies
Date: April 28, 2023 at 8:53 AM
To: Levi, Scott levi.18@osu.edu, Schlingman, Wayne M. schlingman.4@osu.edu
Cc: Martin, Andrew martin.1026@osu.edu

Hi Scott,

 This looks great, and I am happy to provide concurrence on behalf of the Department of Astronomy. I presume this email is sufficient to that purpose. Thank you for leading this effort.

Regards,
David

From: Levi, Scott <levi.18@osu.edu>
Sent: Friday, April 28, 2023 8:14 AM
To: Weinberg, David <weinberg.21@osu.edu>; Schlingman, Wayne M. <schlingman.4@osu.edu>
Cc: Martin, Andrew <martin.1026@osu.edu>
Subject: Request for Astronomy Concurrence, Major in Leadership Studies

Dear David and Wayne,

I am writing on behalf of a group of faculty from across the College of Arts & Sciences to request your unit's concurrence for a new interdisciplinary liberal arts major in Leadership Studies.

The central aim of the Leadership major is to provide OSU students the opportunity to engage deeply with the liberal arts and acquire the knowledge, contexts, and skills to rise into leadership roles wherever their careers may take them. With courses from 28 ASC units and several external partners (e.g. College of Nursing, College of Public Health, and College of Education and Human Ecology), the Leadership major is highly interdisciplinary. We have also designed it to be flexible, as well as rigorous, as we expect a significant number of students will choose it as a second major.

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With thanks,
Scott

Scott Levi
Professor and Chair
Department of History
106 Dulles Hall
230 Annie and John Glenn Avenue
Columbus, OH 43210-1367
614-292-3001 Office / 614-292-2447 Office / 614-292-2282 Fax

levi.18@osu.edu history.osu.edu

From: **Bender, Mark** bender.4@osu.edu 📎
Subject: Re: Request for DEALL Concurrence, Major in Leadership Studies
Date: April 28, 2023 at 2:01 PM
To: Levi, Scott levi.18@osu.edu, Xie, Zhiguo xie.251@osu.edu
Cc: Martin, Andrew martin.1026@osu.edu

MB

Dear Scott, DEALL would be happy to offer concordance on the
new interdisciplinary liberal arts major in Leadership Studies. It sounds like an exciting
option and one that might be of interest to some of our studnets.

Sincerely,

Mark

Mark Bender
Professor of Chinese Literature and Folklore
Chair, Department of East Asian Languages and Literatures
The Ohio State University
1775 College Road S, Hagerty Hall 398
Columbus, OH 43210
USA
bender.4@osu.edu
614-688-5737

From: Levi, Scott <levi.18@osu.edu>
Sent: Friday, April 28, 2023 8:13 AM
To: Bender, Mark <bender.4@osu.edu>; Xie, Zhiguo <xie.251@osu.edu>
Cc: Martin, Andrew <martin.1026@osu.edu>
Subject: Request for DEALL Concurrence, Major in Leadership Studies

Dear Mark and Zhiguo,

I am writing on behalf of a group of faculty from across the College of Arts & Sciences to
request your unit's concurrence for a new interdisciplinary liberal arts major in Leadership
Studies.

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You can find additional information about the major in the attached proposal and curricular spreadsheet.

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With thanks,
Scott

THE OHIO STATE UNIVERSITY

Scott Levi
Professor and Chair
Department of History
106 Dulles Hall
230 Annie and John Glenn Avenue
Columbus, OH 43210-1367
614-292-3001 Office / 614-292-2447 Office / 614-292-2282 Fax

levi.18@osu.edu history.osu.edu

From: Holub, Robert C. holub.5@osu.edu 📎
Subject: Re: Request for Germanic Concurrence, Major in Leadership Studies
Date: April 28, 2023 at 10:58 AM
To: Levi, Scott levi.18@osu.edu, Birkhold, Matthew birkhold.22@osu.edu
Cc: Martin, Andrew martin.1026@osu.edu

RH

Sure, Scott, you have the concurrence of GLL. Sounds like a fine addition to the majors for OSU students.
Best,
Bob

Robert C. Holub

Robert C. Holub
Ohio Eminent Scholar and Professor of German
Chair, Germanic Languages and Literatures
Adjunct Professor, Teaching Educational Policy and Leadership
340 Hagerty Hall
1775 South College Road
Columbus, OH 43210
Mobile: 510-316-0205
holub.5@osu.edu
http://press.princeton.edu/titles/10635.html
http://www.upenn.edu/pennpress/book/15881.html

From: Levi, Scott <levi.18@osu.edu>
Date: Friday, April 28, 2023 at 8:13 AM
To: Holub, Robert C. <holub.5@osu.edu>, Birkhold, Matthew <birkhold.22@osu.edu>
Cc: Martin, Andrew <martin.1026@osu.edu>
Subject: Request for Germanic Concurrence, Major in Leadership Studies

Dear Bob and Matthew,

I am writing on behalf of a group of faculty from across the College of Arts & Sciences to request your unit's concurrence for a new interdisciplinary liberal arts major in Leadership Studies.

The central aim of the Leadership major is to provide OSU students the opportunity to engage deeply with the liberal arts and acquire the knowledge, contexts, and skills to rise into leadership roles wherever their careers may take them. With courses from 28 ASC units and several external partners (e.g. College of Nursing, College of Public Health, and College of Education and Human Ecology), the Leadership major is highly interdisciplinary. We have also designed it to be flexible, as well as rigorous, as we expect a significant number of students will choose it as a second major.

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With thanks,
Scott

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230 Annie and John Glenn Avenue
Columbus, OH 43210-1367
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levi.18@osu.edu history.osu.edu

From: **Whittington, Karl** whittington.78@osu.edu 📎
Subject: Re: Request for History of Art Concurrence, Major in Leadership Studies
Date: April 28, 2023 at 9:23 AM
To: Levi, Scott levi.18@osu.edu, Paulsen, Kris paulsen.20@osu.edu
Cc: Martin, Andrew martin.1026@osu.edu

Dear Scott – I'm really excited about this initiative, and hope that in the future we may be able to develop some history of art courses that could be part of it, though we don't have any at the moment. You certainly have concurrence and support from our department.
Best,
Karl

Dr. Karl Whittington (he/him)
Associate Professor and Department Chair
Department of History of Art
201B Pomerene Hall
The Ohio State University
whittington.78@osu.edu
https://history-of-art.osu.edu/people/whittington.78

From: Levi, Scott <levi.18@osu.edu>
Date: Friday, April 28, 2023 at 8:13 AM
To: Whittington, Karl <whittington.78@osu.edu>, Paulsen, Kris <paulsen.20@osu.edu>
Cc: Martin, Andrew <martin.1026@osu.edu>
Subject: Request for History of Art Concurrence, Major in Leadership Studies

Dear Karl and Kris,

I am writing on behalf of a group of faculty from across the College of Arts & Sciences to request your unit's concurrence for a new interdisciplinary liberal arts major in Leadership Studies.

The central aim of the Leadership major is to provide OSU students the opportunity to engage deeply with the liberal arts and acquire the knowledge, contexts, and skills to rise into leadership roles wherever their careers may take them. With courses from 28 ASC units and several external partners (e.g. College of Nursing, College of Public Health, and College of Education and Human Ecology), the Leadership major is highly interdisciplinary. We have also designed it to be flexible, as well as rigorous, as we expect a significant number of students will choose it as a second major.

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With thanks,
Scott

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230 Annie and John Glenn Avenue
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614-292-3001 Office / 614-292-2447 Office / 614-292-2282 Fax

levi.18@osu.edu history.osu.edu

From: **Vaessin, Harald** vaessin.1@osu.edu 📎
Subject: Re: Request for MolGen Concurrence, Major in Leadership Studies
Date: May 12, 2023 at 2:04 PM
To: Levi, Scott levi.18@osu.edu, Cole, Susan cole.354@osu.edu
Cc: Martin, Andrew martin.1026@osu.edu

Scott,

We have no concerns and are happy to provide concurrence to this excellent new major.

Best wishes,

Harald

_____

Dr. Harald Vaessin
Chair, Professor
Department of Molecular Genetics
972 Biological Sciences Bldg | 484 W. 12th Avenue, Columbus, OH 43210-1292
614-292-3594 Office | 614-361-6456 Mobile | 614-292-4466 Fax
vaessin.1@osu.edu

_____

From: Levi, Scott <levi.18@osu.edu>
Sent: Friday, May 12, 2023 12:59 PM
To: Vaessin, Harald <vaessin.1@osu.edu>; Cole, Susan <cole.354@osu.edu>
Cc: Martin, Andrew <martin.1026@osu.edu>
Subject: Request for MolGen Concurrence, Major in Leadership Studies

Dear Harald and Susan,

Just a gentle reminder that we hope to have concurrences collected by the end of the day today. Silence is interpreted as a yes, but as we expect to encounter a bit of resistance outside of ASC every tangible "yes" holds value. No problem, of course, if you need a bit longer.

Thank you,
Scott

Dear Harald and Susan,

I am writing on behalf of a group of faculty from across the College of Arts & Sciences to request your unit's concurrence for a new interdisciplinary liberal arts major in Leadership Studies.

The central aim of the Leadership major is to provide OSU students the opportunity to engage deeply with the liberal arts and acquire the knowledge, contexts, and skills to rise into leadership roles wherever their careers may take them. With courses from 28 ASC units and several external partners (e.g. College of Nursing, College of Public Health, and College of Education and Human Ecology), the Leadership major is highly interdisciplinary. We have also designed it to be flexible, as well as rigorous, as we expect a significant number of students will choose it as a second major.

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With thanks,
Scott

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614-292-3001 Office / 614-292-2447 Office / 614-292-2282 Fax

levi.18@osu.edu history.osu.edu

Dear Scott and Andrew,

NESA gladly gives concurrence to Leadership!

Best wishes, Morgan

From: Levi, Scott <levi.18@osu.edu>
Date: Friday, April 28, 2023 at 8:14 AM
To: Liu, Morgan <liu.737@osu.edu>
Cc: Martin, Andrew <martin.1026@osu.edu>
Subject: Request for NESA Concurrence, Major in Leadership Studies

Dear Morgan,

I am writing on behalf of a group of faculty from across the College of Arts & Sciences to request your unit's concurrence for a new interdisciplinary liberal arts major in Leadership Studies.

The central aim of the Leadership major is to provide OSU students the opportunity to engage deeply with the liberal arts and acquire the knowledge, contexts, and skills to rise into leadership roles wherever their careers may take them. With courses from 28 ASC units and several external partners (e.g. College of Nursing, College of Public Health, and College of Education and Human Ecology), the Leadership major is highly interdisciplinary. We have also designed it to be flexible, as well as rigorous, as we expect a significant number of students will choose it as a second major.

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With thanks,

Scott

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Scott Levi
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Columbus, OH 43210-1367
614-292-3001 Office / 614-292-2447 Office / 614-292-2282 Fax

levi.18@osu.edu history.osu.edu

Hi Professor Levi,

Rob Fox forwarded the request for concurrence for the Leadership major to me. I will be assuming the position of department chair for Speech and Hearing Science on July 1.

I am happy to grant concurrence and the department's support for this new major. I expect it to be very successful.

Best wishes,
Eric

Eric Bielefeld, Ph.D.
Professor and Vice Chair
Department of Speech and Hearing Science
The Ohio State University
Pronouns: he/him/his

From: Poirier, Michael poirier.18@osu.edu 📎
Subject: Re: Request for Statistics Concurrence, Major in Leadership Studies
Date: May 12, 2023 at 1:55 PM
To: Levi, Scott levi.18@osu.edu, Humanic, Thomas humanic.1@osu.edu
Cc: Martin, Andrew martin.1026@osu.edu

Hi Scott,

I am happy to provide you with a yes. It is too bad that Physics is not involved with this in connection to Leadership in STEM fields. Perhaps we could get engaged at some point.

Thanks and best of luck with getting this new major approved!

Michael

THE OHIO STATE UNIVERSITY

Michael G. Poirier
Professor and Chair
Department of Physics Department of Chemistry & Biochemistry (by courtesy)
1040 Physics Research Building, 191 West Woodruff Avenue, Columbus, OH 43210-1117
614- 247-4493 Office / 614-688-0742 Labs: 2135, 2147, 2151
poirier.18@osu.edu / http://u.osu.edu/poirierlab/.osu.edu

From: Levi, Scott <levi.18@osu.edu>
Date: Friday, May 12, 2023 at 12:57 PM
To: Poirier, Michael <poirier.18@osu.edu>, Humanic, Thomas <humanic.1@osu.edu>
Cc: Martin, Andrew <martin.1026@osu.edu>
Subject: Request for Statistics Concurrence, Major in Leadership Studies

Dear Michael and Tom,

Just a gentle reminder that we hope to have concurrences collected by the end of the day today. Silence is interpreted as a yes, but as we expect to encounter a bit of resistance outside of ASC every tangible "yes" holds value. No problem, of course, if you need a bit longer.

Thank you,
Scott

Dear Michael and Tom,

I am writing on behalf of a group of faculty from across the College of Arts & Sciences to request your unit's concurrence for a new interdisciplinary liberal arts major in Leadership

Appendix VII.

Concurrences from other OSU units

Studies.

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With thanks,
Scott

THE OHIO STATE UNIVERSITY

Scott Levi
Professor and Chair
Department of History
106 Dulles Hall
230 Annie and John Glenn Avenue
Columbus, OH 43210-1367
614-292-3001 Office / 614-292-2447 Office / 614-292-2282 Fax

levi.18@osu.edu history.osu.edu

College of Nursing

Newton Hall
1585 Neil Ave
Columbus, OH 43210

Phone (614) 292-8900
Fax (614) 292-4535
E-mail nursing@osu.edu
Web nursing.osu.edu

THE OHIO STATE UNIVERSITY
COLLEGE OF NURSING

May 4, 2023

Dr. W. Randy Smith, Vice Provost for Academic Affairs
Office of Academic Affairs
203 Bricker Hall
190 N. Oval Mall
Columbus, OH 43210

Dear Dr. Smith,

I am writing in support of the College of Arts and Sciences proposal for development of the new interdisciplinary liberal arts major in Leadership Studies and inclusion of two courses from the College of Nursing. The central aim of the leadership major is to provide students the opportunity to engage deeply with the liberal arts and acquire the knowledge, contexts, and skills to rise into leadership roles wherever their careers may take them. The courses from the College of Nursing will be placed in T2, the Leadership in Society specialization, and they will be included in T2.C, the Health Leadership pathway.

I have reviewed the courses relevant to this new major and agree to the following additions:

HW2102	Evidence-based Strategies to Optimize Health, Happiness and Well-being
NURS3798	The Global Sustainable Development Goals: A Focus on Health and Well-being, Cyprus Study Tour

Thank you for your thoughtful consideration of this concurrence request.

Sincerely,

Wendy Bowles, PhD, APRN-CNP, CNE
Assistant Dean for Baccalaureate Programs
Associate Clinical Professor

TO: Scott Levi
                 Chair, Department of History

FROM: Amy Fairchild
                 Dean, College of Public Health

                 Michael Bisesi
                 Vice Dean, College of Public Health

DATE: May 3, 2023

RE: **Concurrence –** *Leadership Studies*

Thank you for the opportunity to review the proposal written and submitted by faculty from across the College of Arts and Sciences to develop and launch an interdisciplinary liberal arts undergraduate major in *Leadership Studies*. On behalf of the College of Public Health, please accept this memo to document our enthusiastic support of your proposed degree program in *Leadership Studies*. This program does not conflict with any program presently offered by the College of Public Health. In addition, we acknowledge the need for the program and anticipate high demand from among undergraduate students.

We wish you success receiving favorable votes for approval.

From: **Cullen, Kevin** cullen.127@buckeyemail.osu.edu 📎
Subject: RE: Request for ROTC-Air Force Concurrence, ASC Major in Leadership Studies
Date: May 3, 2023 at 8:34 AM
To: Levi, Scott levi.18@osu.edu
Cc: Martin, Andrew martin.1026@osu.edu

KC

Scott – on behalf of MVS and the three ROTC departments, I concur.

Is there anything else you need from me?

Thanks and good luck!

Kevin

From: Levi, Scott <levi.18@osu.edu>
Sent: Friday, April 28, 2023 4:18 PM
To: Cullen, Kevin <cullen.127@buckeyemail.osu.edu>
Cc: Martin, Andrew <martin.1026@osu.edu>
Subject: Request for ROTC-Air Force Concurrence, ASC Major in Leadership Studies

Dear Kevin,

I am writing on behalf of a group of faculty from across the College of Arts & Sciences to request your unit's concurrence for a new **interdisciplinary liberal arts major in Leadership Studies**.

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know if you have any questions, or if you would like any additional information.

With thanks,
Scott

THE OHIO STATE UNIVERSITY

Scott Levi
Professor and Chair
Department of History
106 Dulles Hall
230 Annie and John Glenn Avenue
Columbus, OH 43210-1367
614-292-3001 Office / 614-292-2447 Office / 614-292-2282 Fax

levi.18@osu.edu history.osu.edu

ASC Leadership   Leadership
Major....23.pdf   Studie...m.xlsx
                    90 KB

From: **Kelvington, Mike** kelvington.1@osu.edu 🖉
Subject: RE: Request for ROTC-Army Concurrence, ASC Major in Leadership Studies
Date: May 1, 2023 at 2:01 PM
To: Levi, Scott levi.18@osu.edu
Cc: Martin, Andrew martin.1026@osu.edu

Dr. Scott Levi,

I unequivocally support this effort and incredibly grateful for the work your team has done to make all this happen and ensure we were included as part of the specializations available!

Separately, now that school is winding down, I'd like to try to find some time to meet with you and discuss future opportunities if you have time in the next couple of weeks prior to me heading down to Fort Knox on 29 May to train Cadets until the middle of the summer.

Thank you again,
Mike

Buckeyes Lead The Way!

Respectfully,

Mike Kelvington
Lieutenant Colonel, U.S. Army
Department Chair & Professor of Military Science & Leadership

THE OHIO STATE UNIVERSITY

Cell: 330-612-0123
Office: 614-247-9110
kelvington.1@osu.edu

Check us out at:
https://www.instagram.com/theosuarmy/
http://arotc.osu.edu/
Army ROTC at Ohio State - YouTube
https://www.facebook.com/pages/The-Ohio-State-University-Army-ROTC/129026100545940

From: Levi, Scott <levi.18@osu.edu>
Sent: Friday, April 28, 2023 4:18 PM
To: Kelvington, Mike <kelvington.1@osu.edu>
Cc: Martin, Andrew <martin.1026@osu.edu>
Subject: Request for ROTC-Army Concurrence, ASC Major in Leadership Studies

Dear Mike,

I am writing on behalf of a group of faculty from across the College of Arts & Sciences to request your unit's concurrence for a new **interdisciplinary liberal arts major in Leadership Studies**.

The central aim of the Leadership major is to provide OSU students the opportunity to engage deeply with principles of leadership through the liberal arts and acquire the knowledge, contexts, and skills to rise into leadership roles wherever their careers may take them. With courses from 28 ASC units and several external partners (e.g. College of Nursing, College of Public Health, and College of Education and Human Ecology), the Leadership major is highly interdisciplinary. We have also designed it to be flexible, as well as rigorous, as we expect a significant number of students will choose it as a second major.

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With thanks,
Scott

THE OHIO STATE UNIVERSITY

Scott Levi
Professor and Chair
Department of History
106 Dulles Hall
230 Annie and John Glenn Avenue
Columbus, OH 43210-1367
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levi.18@osu.edu history.osu.edu

From: **Canady, Darrell** canady.25@osu.edu 📎
Subject: RE: Request for ROTC-Navy Concurrence, ASC Major in Leadership Studies
Date: May 3, 2023 at 10:33 AM
To: Levi, Scott levi.18@osu.edu
Cc: Martin, Andrew martin.1026@osu.edu

Scott,
No issues. I concur with the new interdisciplinary liberal arts major in Leadership Studies.

Warm Regards,
Darrell

Darrell S. Canady, Captain, U.S. Navy
Commanding Officer, The Ohio State University NROTC | Professor of Naval Science

Phone 614-292-6015 ext 8   **Email** canady.25@osu.edu
Web https://nrotc.osu.edu/
102B Converse Hall | 2121 Tuttle Park Place

From: Levi, Scott <levi.18@osu.edu>
Sent: Friday, April 28, 2023 4:18 PM
To: Canady, Darrell <canady.25@osu.edu>
Cc: Martin, Andrew <martin.1026@osu.edu>
Subject: Request for ROTC-Navy Concurrence, ASC Major in Leadership Studies

Dear Darrell,

I am writing on behalf of a group of faculty from across the College of Arts & Sciences to request your unit's concurrence for a new interdisciplinary liberal arts major in Leadership Studies.

I am writing on behalf of a group of faculty from across the College of Arts & Sciences to request your unit's concurrence for a new **interdisciplinary liberal arts major in Leadership Studies**.

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levi.18@osu.edu history.osu.edu

From: **Kurtz, Marcus** kurtz.61@polisci.osu.edu 📎
Subject: RE: Request for Int. Studies Concurrence, Major in Leadership Studies
Date: May 1, 2023 at 1:22 PM
To: Levi, Scott levi.18@osu.edu

MK

I am happy to concur, this major has no meaningful overlap with International Studies.

Marcus J. Kurtz
Professor, Political Science
Director, International Studies Program
Ohio State University
https://polisci.osu.edu/people/kurtz.61

From: Levi, Scott <levi.18@osu.edu>
Sent: Friday, April 28, 2023 8:15 AM
To: Kurtz, Marcus <kurtz.61@polisci.osu.edu>
Cc: Martin, Andrew <martin.1026@osu.edu>
Subject: Request for Int. Studies Concurrence, Major in Leadership Studies

Dear Marcus,

I am writing on behalf of a group of faculty from across the College of Arts & Sciences to request your unit's concurrence for a new interdisciplinary liberal arts major in Leadership Studies.

The central aim of the Leadership major is to provide OSU students the opportunity to engage deeply with the liberal arts and acquire the knowledge, contexts, and skills to rise into leadership roles wherever their careers may take them. With courses from 28 ASC units and several external partners (e.g. College of Nursing, College of Public Health, and College of Education and Human Ecology), the Leadership major is highly interdisciplinary. We have also designed it to be flexible, as well as rigorous, as we expect a significant number of students will choose it as a second major.

The curriculum includes four required courses that approach leadership from different disciplinary perspectives; a menu of skills courses; a set of six thematic specialization (students choose three courses from one specialization); and a senior capstone seminar. Two of the four core courses have been designed specifically for the major, while the skills and thematic specializations encourage students to explore the breadth and depth of the Arts and Sciences. We have also designed the major to incentivize student engagement with meaningful co-curricular activities.

You can find additional information about the major in the attached proposal and curricular spreadsheet.

We hope that you will be willing to provide a concurrence within the next two weeks. OAA rules stipulate that a concurrence will be assumed if there is no response within two weeks of the request. That said, please do let me know if you require additional time to confer with your colleagues prior to responding. Please also don't hesitate to let me

know if you have any questions, or if you would like any additional information.

With thanks,
Scott

THE OHIO STATE UNIVERSITY

Scott Levi
Professor and Chair
Department of History
106 Dulles Hall
230 Annie and John Glenn Avenue
Columbus, OH 43210-1367
614-292-3001 Office / 614-292-2447 Office / 614-292-2282 Fax

levi.18@osu.edu history.osu.edu

Scott Levi
Professor and Chair
Department of History
106 Dulles Hall
230 Annie and John Glenn Avenue
Columbus, OH 43210-1367

Dear Scott,

On behalf of the Sports and Society Initiative, it is my honor to provide this letter of concurrence in support of the interdisciplinary liberal arts major in Leadership Studies.

I believe that the Sports Leadership pathway is an important option for students and it is a strong compliment to the work we are doing in SSI. This major and pathway will allow us to connect the academic elements of our work across important and additional areas within Arts and Sciences.

I look forward to engaging more with this effort.

Sincerely,
/s/Nicole Kraft, Ed.D.
Director
Sports and Society Initiative.

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Appendix VIII.

VIII. Letter of Non-Concurrence from College of Education and Human Ecology; Fisher College of Business; College of Food, Agricultural, and Environmental Sciences; John Glenn College of Public Affairs

Date: Friday, May 12, 2023

To: Scott Levi, Department Chair, Department of History, College of Arts and Sciences

Andrew Martin, Associate Dean for Undergraduate Education, College of Arts and Sciences

From: Anil Makhija, Dean, Fisher College of Business

Cathann Kress, Dean, College of Food, Agriculture, and Environmental Sciences

Don Pope-Davis, Dean, College of Education and Human Ecology

Trevor Brown, Dean, John Glenn College of Public Affairs

CC: Randy Smith, Vice Provost for Academic Programs, Office of Academic Affairs

Re: Letter of Non-Concurrence for Arts and Sciences Leadership Studies Undergraduate Degree

I. Overview

In the 1940s, the Ohio State University established an international reputation in the study of leadership. Ohio State faculty (notably Ralph Stodgill in the Division of Administrative Sciences, a precursor to the Fisher College of Business) advanced leadership scholarship by moving research beyond the identifiable traits of leaders to examining their behaviors. From the 1940s through the 1980s, Ohio State was a frontrunner in the field.

Over time, Ohio State lost the mantle of being a pioneer as academic programming around leadership fractured across the University.

There are now multiple faculty who study leadership and long-standing undergraduate and graduate degree programs that prepare students for leadership roles in the Fisher College of Business; the College of Food, Agriculture, and Environmental Sciences; the College of Education and Human Ecology; and the John Glenn College of Public Affairs. There are also discipline-specific leadership programs in many other colleges on campus (e.g., the College of Nursing offers leadership programming for nursing). In addition, the Office of Student Life offers an array of experiential programs that cultivate and develop leadership skills for undergraduates.

On the one hand, this proliferation of leadership programming creates multiple opportunities for students to find a pathway to study leadership and develop leadership skills. On the other hand, there is considerable duplication and overlap among these programs; students are often confused about where they should pursue leadership academic programming. In addition, the whole is less than the sum of the parts since, until recently, the faculty in these areas have been scattered rather than connected.

The potential entry of Arts and Sciences into this crowded landscape is exciting. There are bodies of research and scholarship in Arts and Sciences that have much to offer the study and practice of leadership (e.g., history, philosophy, and psychology). The interest of faculty from these fields and others in Arts and Sciences is a welcome addition to the leadership assets at Ohio State.

The risk, however, is that the creation of another leadership degree will further splinter an already crowded landscape; duplicate existing curricula; cause more confusion for students rather than less; and undermine collaborative efforts designed to integrate the different leadership assets.

This memo records the non-concurrence of four colleges – the Fisher College of Business; the College of Education and Human Ecology; the College of Food, Agriculture, and Environmental Sciences; and the John Glenn College of Public Affairs – to the College of Arts and Sciences proposed undergraduate major in Leadership Studies. These colleges, along with the Office of Student Life, have been engaged in a long-running effort to develop multi-college undergraduate leadership curricula.

The opportunity to distinguish Ohio State from its peers is through collaboration rather than further fragmentation. As this memo describes, there is a collaborative effort underway that would benefit from the participation of Arts and Sciences.

This memo provides background on the multi-college collaborative effort and documents areas of concern in the proposed Arts and Sciences major.

II.   Multi-College Collaborative Effort to Create a Distinctive Ohio State Approach to Leadership Curricula

For almost a decade, the Office of Academic Affairs under Vice Provost for Academic Programming Randy Smith has convened a working group on leadership curricular and co-curricular programming that has included representation from multiple colleges and the Office of Student Life. The intent of this working group has been to share knowledge about the leadership offerings of each of the respective units and build collaborative partnerships. Initially the focus of these collaborative conversations was around a long-standing minor – Leadership Studies Minor – offered through CFAES. Many colleges participate in the delivery of this minor, including Arts and Sciences.

Just before the pandemic, conversations focused on developing a leadership curricular program that would:

- distinguish the Ohio State University from its peers;
- draw on the strengths of units from across campus;
- reduce the proliferation of leadership curricula in an already crowded landscape of leadership curricular and co-curricular offerings across the university;
- be rooted in research on the practice of leadership and leadership pedagogy; and
- include an experiential component that allowed students to develop and practice leadership skills.

Representatives from the Ohio State University Foundation also participated in these conversations because of the opportunity for a university-wide collaborative effort. Foundation representatives indicated that potential transformative philanthropic investments were possible so long as a truly collaborative and distinctive offering was created. As a result, *leadership* was one of two university-wide thematic areas included in the planning of the Time and Change fundraising campaign.

The COVID-19 pandemic paused these collaborative conversations as each academic unit pivoted to focus on ensuring students could successfully navigate through existing degree programs. These

collaborative conversations restarted in the fall of 2022. At this time, the College of Arts and Sciences announced that it had developed a degree proposal in leadership studies.

This news was greeted with excitement by the colleges that had long-standing investments in leadership research, teaching, and service as the College of Arts and Sciences had historically shown little interest in this area of scholarship. Arts and Sciences has much to offer the study and teaching of leadership, particularly the disciplines of history, philosophy, and psychology. The developers of this proposal are to be credited with igniting interest in leadership across many Arts and Sciences departments.

At the same time, there was considerable disappointment. Rather than join the effort to build a university-wide collaboration that draws on strengths across the university, the College of Arts and Sciences had opted to develop its own degree program. This runs counter to the conversations that have occurred in the committee Randy Smith chairs, of which Arts and Sciences has long been a participant. All four colleges represented in this memo were surprised to learn of the proposal as Arts and Sciences had not mentioned the possibility in previous meetings of this committee.

The deans of the Fisher College, the Glenn College, and the College of Food, Agriculture, and Environmental Sciences, along with leadership from Student Life, met with the dean of the College of Arts and Sciences to invite Arts and Sciences to collaborate in a pan-university effort that could position the University as offering a distinctively OSU-approach to leadership teaching and research. The dean of the College of Arts and Sciences responded that interdisciplinarity already existed in the Arts and Sciences proposal through the participation of multiple Arts and Sciences' departments, and that building a liberal arts approach to leadership studies would be sufficiently distinctive relative to offerings at other universities. Arts and Sciences opted to move forward on its own.

Four colleges – Fisher, Glenn, FAES, EHE – and the Office of Student Life are continuing to pursue the goals of the OAA leadership committee. A working group composed of representatives from each of these units is currently developing undergraduate leadership curricula that draws on the strengths of the colleges involved (e.g., private, public, community, and student engagement), is rooted in the research on leadership, and will incorporate experiential learning. This proposal will be ready for review in the fall of 2023.

III.   Proposal Concerns

• **The proposal duplicates existing offerings**
  The proposal duplicates existing offerings, proliferating more leadership programs across campus rather than collaboratively integrating strengths in different colleges. Students will be confused by the entry of another leadership offering on campus, particularly when the proposal uses a title which is an exact duplicate of an existing curricular offering, the Leadership Studies minor in CFAES. A potential fix to the titling issue is to align the title more closely to the purported distinctiveness of the major, its liberal arts approach (e.g., "leadership from a liberal arts perspective" or "leadership in the liberal arts").

• **The proposal does not clearly articulate the liberal arts perspective and how this perspective differs from the pedagogical approach of existing offerings**
  The proposal repeatedly claims that the liberal arts perspective offers something unique and different from existing offerings on campus without ever explicitly explaining the liberal arts approach. The proposal describes the imperatives of leadership, the need for interdisciplinarity, a grounding in ethics, the ability to make decisions under conditions of uncertainty, and weigh the competing values present in the diversity of leadership contexts. All these dimensions are standard components of existing degree programs on campus (we would be happy to detail how these elements are present in the leadership curricular programs in the relevant professional colleges).

  We think that there is tremendous value in drawing on the expertise of faculty in the liberal arts. The field of history can draw on the extensive historical experience of leaders across time and contexts to draw generalizable lessons. The field of philosophy can help students understand the values that guide moral leadership. The field of psychology can provide insight into bias and decision-making with imperfect information. And there are clearly lessons to draw from many other liberal arts disciplines.

  What's missing from the proposal is how the insights from these different disciplines integrate into a coherent liberal arts approach. The reference to the Jepsen School shows that another university has invested in a liberal arts approach but offers little explanation of what the core principles are in this approach that is distinctively liberal arts.

  How do the three required courses create the liberal arts approach? Is the distinctive advantage of the proposed degree its roots in history, philosophy, and women, gender and sexuality studies? If so, this begs for more explanation connected to clearly articulated liberal arts learning objectives. The same is true for the practice of leadership course list. What is the liberal arts approach to the practice of leadership and how do these proposed courses advance those learning objectives (e.g., how does a course in organizational psychology allow students to practice leadership?)? Similarly, there is no explanation of how the tracks and elective courses are connected to the core. The creators of the proposal are to be credited with drawing in expertise from a dizzying array of disciplines across the college, but the proposal currently reads as a grab-bag of offerings (with well over 450 courses) rather than an integrated degree with clear learning objectives connected to the liberal arts leadership core.

- **The effectiveness of the purported goals in the proposal are undefined**
  There are no evaluative criteria in the proposal. The proposal notes that leadership is a skill but does not show any evidence of the voluminous literature on how the effectiveness of skill training can be demonstrated. The inability to assess whether students become more skilled leaders because of this major undermines the justification for the major.

  The proposal could be strengthened by drawing on this research and establishing clear criteria for assessing student learning.

- **The proposal does not evidence a science-based approach to learning leadership skills and the skill pathways are not linked to the core curriculum**
  There is extensive literature on how individuals learn leadership skills (see in particular the systematic reviews and meta-analyses of Lacerenza et al., 2019 and Reyes et al., 2019). Extant research finds that informational approaches to learning leadership skills are ineffective, and that student reflection and reactions are a superficial means of demonstrating leadership skills development. This is the essential nature of the proposed degree.

  One alternative is to root leadership skill acquisition in experiential opportunities explicitly linked to the curricular program. Another pathway is to work directly with the relevant professional colleges to develop skills courses that connect directly to the liberal arts approach. A third alternative is to eliminate skill acquisition and development and focus the degree on the study of leadership.

- **The proposal would benefit from an integrated partnership with the professional colleges**
  An earlier version of the proposal included many courses from the professional colleges as electives and skills courses, but they were not explicitly connected to learning objectives. At the request of the professional colleges, these courses have now been removed. There are two tracks, though, that remain in the proposal that are duplicative of offerings in the professional colleges – track 3 on business is duplicative of Fisher offerings and track 6 in environment is duplicative of School of Environment and Natural Resources/CFAES offerings.

  One option is to remove these tracks. The better option, in our view, is to work collaboratively to develop an undergraduate offering where the strengths of the respective colleges could be harnessed into a distinctive Ohio State offering. These two tracks are examples of how a collaboration with the relevant professional colleges could be enriched by a multidisciplinary liberal arts and professional approach. The working group is in place to create such an offering and Arts and Sciences is welcome to join.