

September 30, 2018

Dr. Daniel Kilbride
Chair, Faculty Council
John Carroll University

Dear Dr. Kilbride

The Boler College of Business is submitting for approval a new graduate program – Master of Science in Innovation & Entrepreneurship (MSIE). I have been leading the planning of this program for the past year. Our team has thoroughly researched graduate programs in entrepreneurship and innovation across the region, the nation, and the globe. We have carefully constructed a unique curriculum to meet the adaptive needs of entrepreneurial thinkers and innovators.

Dr. Walter Simmons, Associate Dean for Graduate and International Programs in the Boler College of Business will be the Administrative Liaison between the BCOB, the Faculty Council and the Committee on Academic Programs.

We greatly appreciate the support of the Faculty Council and Committee on Academic Programs in this process.

Sincerely,

Doan Winkel, Ph.D.
The John J. Kahl, Sr. Chair in Entrepreneurship
Director, The Edward M. Muldoon Center for Entrepreneurship
Assistant Professor of Entrepreneurship
Boler College of Business
John Carroll University

**New Program Proposal:
Master of Science in Innovation and Entrepreneurship Program
Submitted by Dr. Doan Winkel, Kahl Chair in Entrepreneurship
In the Boler College of Business**

This proposal provides an outline and description of a graduate Masters of Science program in Innovation and Entrepreneurship. Entrepreneurship has become an increasingly popular academic offering at John Carroll, as evidenced by increased enrollment in the Entrepreneurship Minor, and on college campuses around the world. The newly arrived John J. Kahl, Sr. Chair in Entrepreneurship (Dr. Doan Winkel), the Entrepreneurship faculty, the graduate program associate Dean, and the Dean and of the Boler College of Business (BCOB) engaged in discussions to identify opportunities to expand curricular offerings in entrepreneurship and innovation at the graduate level. Multiple meetings with faculty and administrators in the Boler College and significant research of offerings at other schools produced course outlines and an implementation plan.

John Carroll faculty and administrators involved in the planning process have included Doan Winkel, Jacqueline Schmidt, Al Miciak, Walter Simmons, and the BCOB Graduate Faculty Committee. Additionally, the following subject-matter expert faculty from outside John Carroll have been involved in the planning process: Dr. Jeffrey Stamp, Dr. Alex Bruton, Dr. Jeff Cornwall, Dr. Heidi Neck, and Dr. Rebecca White.

Justification for Program and Prevalence of Program at Other Institutions

Entrepreneurship has experienced extensive growth in the region and Ohio. This growth extends nationally as well. There are roughly 500 colleges and universities offering a major, minor, or certificate in entrepreneurship - up from nearly 100 in 1985 - and roughly 5,000 courses offered in entrepreneurship nationwide - up from nearly 250 in 1985. Across the US, over 400,000 students take entrepreneurship courses each year, and more than 9,000 faculty teach entrepreneurship.

At JCU the entrepreneurship minor has had continued growth since its inception in 2010. Currently the undergraduate minor in entrepreneurship has 201 intended or declared minors in entrepreneurship. Last year 2016-2017 579 students took courses in entrepreneurship. This year (2017-2018) 625 will take courses. These students' majors are 54% Boler College of Business and 46% College of Arts and Sciences. Currently if JCU students are interested in pursuing entrepreneurship beyond the undergraduate degree, there is no option at JCU.

This interest in entrepreneurship is also seen in the region by the development of entrepreneurship at other universities and colleges. Currently in the Northeast Ohio region, the following institutions offer entrepreneurship undergraduate minors or majors: Ashland, Baldwin Wallace, Bowling Green University, Cleveland State, Case Western,

College of Wooster, Duquesne University, John Carroll, Hiram College, Lake Erie College, Lakeland community college, Kent State University, Miami of Ohio, Notre Dame College, Oberlin University, Ohio State University, University of Akron, University of Dayton, University of Findlay, University of Mount Union, University of Pittsburgh, University of Toledo, Ursuline College, Walsh University, and Youngstown state. Lorain County Community College offers a one year certificate in entrepreneurship.

If graduates from these programs want to expand their entrepreneurial skills, the options are limited. Ashland University, Baldwin Wallace, Carnegie Mellon University, University of Rio Grande, University of Toledo, Walsh University offer entrepreneurship as a concentration in their MBA programs. Cleveland State University, and the University of Pittsburgh offer graduate certificates in entrepreneurship.

Rationale for M.S. instead of MBA

There are no M.S degrees in the area in entrepreneurship offered through the Boler College of Business. Case Western University offers a M.S. through the science departments in the following fields: Biotechnology, Chemistry, and Physics. Nationally, the following schools offer M.S. degrees in entrepreneurship through their Business school: Syracuse University, Oklahoma State University, University of Michigan, University of Virginia, University of Southern California, University of Florida, Drexel University, Indiana University, and Northeastern University

The proposed program will provide an option for students from all academic backgrounds and disciplines from the Northeast Ohio region and nationally who want to pursue a more extensive degree in entrepreneurship without acquiring the full work experience required for admission to an MBA program. This will also offer a path to a graduate degree in innovation and entrepreneurship for students who meet prerequisites different from those necessary for an MBA degree. Furthermore the M.S. degree provides a broader market than an MBA degree in that it appeals to students completing both a B.S. in business, B.S. in science, or a B.A.

Purpose of Program

This is a new graduate program designed to enable students to develop an entrepreneurial mindset and learn how to deploy that mindset within current organizations, or in starting their own business. The program will be very focused on issues surrounding entrepreneurship and innovation and will include a series of experiential activities and in-depth cases around current issues entrepreneurs face. This program will explore all areas of innovation and entrepreneurship, including:

- Creative Thinking
- Design Thinking
- Ethics & Social Responsibility

- Idea Generation
- Customer Interviewing
- Problem Validation
- Business Modeling
- Prototyping
- Financial Projections
- Leadership

Ways Program Strengthens Academic Mission

This program will address all four John Carroll University Learning Goals. Students will be guided through in-depth study and learn to apply their learning to make a sustainable impact (*Intellect*), will further their habits of reflection and awareness of self and others as they engage with their own ideas and with potential customers (*Character*), will employ leadership and collaborative skills (*Leadership*), and will actively advocate for inclusion and social justice (*Service*).

Entrepreneurship and innovation are the backbone of any economy, including Northeast Ohio's. This program will provide students with the knowledge and confidence necessary to effectively lead others in entrepreneurial and innovative thinking and action in the business environment. This will give John Carroll University a recruitment tool in that incoming undergraduate students could partner with the award-winning Entrepreneurship minor and receive a graduate degree by staying a 5th year. Additionally, it could expand potential student recruitment nationally because it could potentially be offered entirely online in the future.

Relationship Between Proposed Program and Existing Programs

There are no current graduate programs that cover the material that will be covered in these courses. The current MBA programs offer some classes that this program would be able to leverage as a set of core courses, but overall this program would complement the classes offered by Boler College of Business MBA programs. Electives for this program can be drawn from graduate programs in the College of Arts and Sciences and in the Department of Education.

Program Curriculum

Rationale and Justification for Courses

The identification of courses for this program began with extensive research of existing graduate entrepreneurship and innovation programs, and extensive discussion between BCOB and CAS faculty, the individuals leading those programs, and regional entrepreneurs and innovators. With the overall learning goal of the program for students to learn how to apply entrepreneurial principles to start a new business or scale an

existing business, the following topics, as applied in an entrepreneurial setting, emerged as critical for the program:

- **Creative Problem Solving:** Identify problems, redefine problems, develop new responses and solutions to problems, take action to implement solutions
- **Failure:** personal and professional reflection, resilience
- **Financial Management:** Financial forecasting, primary and secondary market research, revenue and expense models, cash flow management analysis, bootstrapping techniques, external sources of debt and equity financing
- **Strategy:** integrative thinking, resource allocation, problem solving
- **Business Modeling:** creation, delivery and capture of value, business purpose and process, key partners, activities and resources, value proposition
- **Leadership:** building culture, diversity, conflict management, inspiring team internal and external stakeholders
- **Communications:** pitching ideas, persuasive writing and verbal skills interviewing customers
- **Ethics:** Conflicts of interest, ethical experimentation

Program Requirements

This program consists of fourteen courses. Five of these courses already exist at the graduate level: Innovative Thinking (MB561), Global Social Entrepreneurship (MK582), Leadership Lab (MB560), Innovation Planning and Forecasting (MB564), and Ethics (MHR591). In addition, two electives can be from any graduate program at John Carroll.

The following seven additional courses (11 credits) would need to be added to the curriculum:

<i>Courses</i>	<i>Credits</i>
3-Day Intensive Bootcamp	1
Creativity and Design Thinking	2
Failure as a Learning Tool	2
Case Study 1	2
Innovative Business Models	1
Case Study 2	1
Startup Experience	2

Prerequisites and Sequencing of Courses

Students accepted into this program will have completed a Bachelor's degree. To be admitted, students must also submit an application form and a letter of recommendation, and complete an interview process.

The following are prerequisites for this Full-time Master's Program:

- ER480 (or equivalent)
- An undergraduate statistics course

- ER305 (or equivalent ACC221) and ER 306 or (FIN312 & MK301 or equivalent)
 - Non-John Carroll students can take ACC521, FIN521, and MKT521

Courses are sequenced to build upon each other. Credit hours for each course and sequencing of courses have been worked out by the faculty during meetings convened during AY2017-2018. This sequence of courses has been reviewed by entrepreneurship educators in existing M.S. in entrepreneurship programs and by entrepreneurs as a means of external validation.

Course Descriptions

3-Day Intensive Bootcamp (1 Credit)

The focus of this intensive experience is to expose students to the highs, lows, pressure and fun of the entrepreneurial process. Over the course of 3 full days, students will network, pitch ideas, build teams, find customers, experiment, build prototypes, and pitch their product and process at a final demo event. The emphasis will be on students experiencing the entire entrepreneurial process, while being mentored by actual entrepreneurs and investors from the JCU Entrepreneurs' Association.

Creativity and Design Thinking (2 Credits)

The focus of this course is on design thinking, a problem-solving approach that emphasizes customer empathy, prototyping, and iteration. The course is designed around a model of empathizing, defining, ideating, prototyping and testing. A series of project management aids are incorporated to manage the process.

Failure as a Learning Tool (2 Credits)

The focus of this course is failure. Students will analyze the causes of failure, and will be presented a framework that will enable them to learn from failure. Through in-depth reflections of personal and professional failures, students will develop a portfolio of resilience mechanisms to better prepare them for an entrepreneurial success.

Innovative Thinking (2 Credits)

Explores a variety of customer-centric techniques for identifying opportunities, generating ideas to fit those opportunities, and translating those ideas into value propositions that, in turn, create value for the organization. Also includes a framework for understanding the application of business models to new ideas and methods for communicating those ideas.

Global Social Entrepreneurship (2 Credits)

Focuses on entrepreneurial solutions to societal problems in global contexts. Students will learn social entrepreneurship as a strategy for engaging in profitable enterprise activity that results in providing solutions to both macro and micro problems in different cultures.

Business Ethics & Social Responsibility (3 Credits)

Consideration of the social, political, legal, and ethical constraints on business policies and managerial decision making

Innovation Planning and Forecasting (3 Credits)

How to refine innovative ideas to fit customer needs using financial and planning tools. Students will learn how to plan the implementation of their innovation and forecast its impact. The ability to communicate qualitative and quantitative information through the process is also stressed

Leadership Lab (3 credits)

Provides a wide variety of skills necessary for success through experiential skill building activities, assessment and coaching. Requires students to demonstrate strong conceptual understanding of leadership, ethical decision-making, the ability to diagnose and plan interventions, and ultimately their capacity for leading others

Innovative Business Models (1 Credit)

Students will apply design methodologies and innovation tools while working closely with a client company with a real problem to solve. Students will study business model innovation, and will learn how to identify new business opportunities, design and test breakthrough concepts, and develop a viable business strategy and operating model.

Startup Experience (2 Credits)

Students will complete a co-op or internship with a Northeast Ohio startup company.

Case Studies 1 (2 credits) & 2 (1 credit)

Each case study will present students with a current in-depth problem, challenge or opportunity an entrepreneur in Northeast Ohio is currently facing. The issue presented will require the use of topics taught in previous courses. These case studies will be delivered by the Muldoon Center Social Innovators in Residence (SIR). The SIR program is currently being established through the Muldoon Center and the Boler College of Business, and will be in place by Fall 2019. The program will include six (6) entrepreneurs who are also social innovators. One responsibility these SIRs will be tasked with, and compensated for, will be to team-teach these case studies using their current businesses. Each case study will result in a presentation to program faculty and a group of entrepreneurs and investors.

- Case Study 1 will focus on creativity, innovative thinking, ethics and social responsibility
- Case Study 2 will focus on business modeling and financial management

Sequencing of Courses

Fall	Spring	Summer
3-Day Intensive Bootcamp	Leadership Lab (MB560)	Case Study 2
Creativity & Design Thinking	Elective 1 (from any JCU graduate program)	Elective 2 (from any JCU graduate program)
Failure as a Learning Tool	Business Ethics & Social Responsibility (MHR591)	Startup Experience
Innovative Thinking (MB561)	Innovation Planning & Forecasting (MB564)	
Global Social Entrepreneurship (MK582)	Innovative Business Models	
Case Study 1		
<i>TOTAL CREDITS: 12</i>	<i>TOTAL CREDITS: 12</i>	<i>TOTAL CREDITS: 6</i>

We are also considering implementing a model in the future that would have courses offered in a hybrid or fully online format with intensive meetings on Weekends. This model could attract more participants from outside the John Carroll community.

List of Courses to be Developed Including Timetable for Development

Seven of the courses are currently offered and so have already been developed. The other seven (11 credit hours) courses would need to be developed. These courses are already being developed, and will be finalized, during the Spring 2019 semester.

Mechanism for Approving New Courses

New courses will be reviewed and approved by the Innovation & Entrepreneurship Faculty Committee in collaboration with other members of the entrepreneurship team and with assistance from a global group of entrepreneurship educators, entrepreneurs, and innovators.

Evidence of Sufficient Faculty

Faculty are already in place and teaching courses that comprise 19 hours of the program. For the other 11 hours, Dr. Doan Winkel (Director of the Muldoon Center and Kahl Chair in Entrepreneurship), Professor Tom Bonda (Director of LaunchNET, and Executive Director of the Entrepreneurs Association), and Dr. Jackie Schmidt (Academic Program Director of Entrepreneurship) are available to teach courses required for this program. In addition, we currently have four adjunct faculty members who are available to teach in the program on an adjunct basis, and through the Entrepreneurs Association have access to numerous other potential adjunct faculty.

Organization and Administration of Program

Faculty Committee

An Innovation & Entrepreneurship Faculty Committee will be established, to be chaired by the John J. Kahl, Sr. Chair in Entrepreneurship, and comprised of all the faculty teaching in the M.S. in Innovation and Entrepreneurship program. This committee will develop, approve, and assess all curriculum for this program. Leadership from the Graduate Programs Office in BCOB will also sit on this Faculty Committee. The Faculty Committee will report to the Graduate Programs Office in BCOB.

In addition to the Innovation & Entrepreneurship Faculty Committee, there will be an Advisory Board comprised of entrepreneurs and innovators that will advise the Faculty Committee on issues of strategy, planning and implementation.

Implementation Timetable

Since half of the required courses are already developed, we will begin offering this program in Fall 2019.

Student Recruitment

We will concentrate our marketing efforts for our first cohort to current John Carroll University seniors, or very recent alums. Each year, our Entrepreneurship Minor graduates approximately 40 undergraduate students, and roughly 200 seniors from across campus are taking entrepreneurship courses. We have just received a renewable \$220,000 grant from the Burton D. Morgan Foundation to establish a LaunchNET program, through which we will more deeply engage students across campus in learning about and practicing entrepreneurship. With our existing reach across campus via our Minor, and the increased exposure and impact through our LaunchNET program, we anticipate being able to fill our first cohort of at least 12 students from this pool of internal students.

We will also market this program to students from other schools across Northeast Ohio, using our strong connections through the Entrepreneurship Education Consortium (EEC). The EEC is an award-winning group of 10 colleges and universities who have been collaborating and sharing knowledge and resources pertaining to entrepreneurship education since 2007. Because there is not a program like this in Northeast Ohio, the 10 schools in the EEC will market this opportunity to their undergraduate students graduating with majors, minors, or significant coursework in entrepreneurship, thereby significantly expanding the pool of potential applicants to this program.

Our long-term strategy for attracting more students will be designed by the Innovation & Entrepreneurship Faculty Committee and the BCOB Graduate Program administrative team. Dr. Winkel has developed a national reputation in entrepreneurship education; he currently sits on the Board of Directors of USASBE, a national association of

entrepreneurship educators, and will in coming years run for the role of President of that association. This channel will help our program gain exposure across a national network of undergraduate entrepreneurship programs, thereby enhancing the prominence of our program and school, and increasing the quality of students applying to and accepted into our program.

Marketing and Communication Plan

The Boler College of Business Graduate Office, in conjunction with the Innovation & Entrepreneurship Faculty Committee, will develop print materials and a communication plan for program roll out and ongoing future student recruitment.

Assessment

Consistent with the learning goals for graduate business programs in general, the learning goal for this program is for students to learn how to apply entrepreneurial principles to start a new business or scale an existing business. More specifically, students will have functional knowledge of, and be able to apply their knowledge of, the following entrepreneurship and innovation principles and practices:

- Opportunity recognition and idea development,
- Design thinking,
- Customer interviewing and other methods of market research,
- Prototyping and experimentation,
- Financial planning and analysis processes for starting and growing a small business,
- Group dynamics and conflict resolution in entrepreneurial teams,

In addition, students will exhibit the development of leadership capabilities through

- Written and oral communication techniques for entrepreneurs and innovators
- Creative problem solving and innovation for entrepreneurial settings
- Critical thinking and analysis for entrepreneurial settings
- Ethical awareness and reasoning with respect to entrepreneurship and innovation

Anticipated Methods of Assessment

Students will be assessed in a number of different ways. Assessment will include tests; written assignments; a variety of oral presentations; role-plays; simulations; case analysis;

The program will be evaluated based on student enrollment, BCOB course evaluations, reasons for student attrition, exit satisfaction surveys at graduation, and tracking of graduates over time to assess progression of their careers.

Anticipated Budget

This program is a cohort program completed over 12 consecutive months, beginning each Fall. We are estimating our first cohort will comprise 12 students, with subsequent cohorts of approximately 20 students.

The budget is developed with a conservative assumption that we will have 12 students in the first cohort and 20 in the second cohort. Each cohort will end in the spring and the next cohort will begin in the summer. See Appendix A for a breakdown of estimated program revenue and expenses for the first 4 years of the program.

We assume a graduate tuition rate equal to the current tuition rate for graduate business programs (\$900 per credit hour). Faculty will have the option of teaching as part of load or to teach off-load in this program. If faculty are teaching off-load, then they will be paid at the rate of their summer compensation with an assumed fringe rate of 15% which is consistent with fringe rates for summer compensation. The budget in Appendix A assumes all faculty members are teaching off-load as this is the more conservative financial assumption. Course development grants will be provided to faculty at a rate of \$3,000 per 3-credit course and \$1,500 per 1- or 2-credit course.

Appendix A: Budget

	Cohort 1	Cohort 2
Tuition Revenue		
Number Credit Hours	30	30
Tuition per Credit Hour	\$900	\$900
Discounted Tuition per Credit Hour	\$734	\$734
Revenue Per Student	\$22,020	\$22,020
# Students	12	20
Total Tuition Revenue	\$264,240	\$440,400
Expenses		
Faculty Compensation <i>*calculated as \$1,000/credit for 18 credits total per cohort</i>	\$18,000	\$18,000
Fringe (15%)	\$2,700	\$2,700
Operating Expenses (Detail Below)	\$20,000	\$20,000
Course Development Grants	\$19,500	
Fringe (15%)	\$2,925	
Total Expenses	\$63,125	\$40,700
<i>Net Income from Program</i>	<i>\$171,667</i>	<i>\$350,620</i>
Operating Expenses		
Travel (Conferences, Meetings)	\$5,000	\$5,000

Supplies	\$15,000	\$15,000
<i>Total Operating Expenses</i>	<i>\$20,000</i>	<i>\$20,000</i>

Appendix B: Letters of Support

Dean Al Miciak
Walter Simmons
Doan Winkel
Jackie Schmidt

ALAN R. MICIAK, JOHN M. BOLER DEAN

JOHN M. and MARY JO BOLER
COLLEGE OF BUSINESS
1 JOHN CARROLL BOULEVARD
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PHONE 216-397-1745
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boler.jcu.edu

September 28, 2018

Dr. Daniel Kilbride
Chair, Faculty Council
John Carroll University

Dear Dr. Kilbride,

The Boler College of Business is submitting for approval a new graduate program – Master of Science in Innovation & Entrepreneurship. This will be the first program offered under our newly created School of Leadership and Social Innovation.

This program represents an important new direction for growth from John Carroll University and the Boler College. The program development included extensive consultation with the CAS Leadership in the sciences, including the Associate Dean, and Chairs of Chemistry, Physics, and Biology departments. We believe that our students majoring in the sciences will find this an attractive option, and will have provide an additional pathway for graduate business education for the regional community.

The program draws extensively on our current graduate business curriculum which will improve options for our current students. Eleven credit hours of new curriculum is proposed that will be taught by our current full-time faculty and supplemented through the specialized knowledge of our executive faculty.

Graduate enrollment at the Boler College has been growing over the past three years with a total enrollment increase of 60% achieved during that period. The Master of Science in Innovation & Entrepreneurship will allow additional incremental growth to graduate enrollments. Associate Dean, Walter Simmons will supervise the operations of the Program with Dr. Doan Winkel serving as Academic Program Leader. We request the support of the Faculty Council and Committee on Academic Programs.

Sincerely Yours,



Alan Miciak
John M. Boler Dean



**JOHN M. AND MARY JO BOLER
SCHOOL OF BUSINESS**

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September 28, 2018

Dr. Daniel Kilbride
Chair, Faculty Council
John Carroll University

Dear Dr. Kilbride,

This proposal has my enthusiastic support. The proposed new Masters of Science in Innovation and Entrepreneurship will be a significant addition to the existing graduate programs (MSA and MBA) in the Boler College of Business (BCOB). National trends in graduate business programs indicate that specialized business programs are gaining prominence and becoming a standard option in many graduate business programs. Current trends show that business schools cannot rely entirely on the traditional MBA program; enrollment in traditional MBA programs are decreasing significantly nationally.

As explained, in the narrative of this proposal, the MS program will provide an option for students from all academic backgrounds and disciplines from the Northeast Ohio region and nationally who want to pursue a more extensive degree in entrepreneurship without acquiring the full work experience required for admission to an MBA program. This will also offer a path to a graduate degree in innovation and entrepreneurship for students who meet prerequisites different from those necessary for an MBA degree. Furthermore the M.S. degree provides a broader market than an MBA degree in that it appeals to students completing both a B.S. in business, B.S. in science, or a B.A.

The addition of this new program is part of the BCOB Strategic Plan for Graduate Programs. The objective is to be on the cutting edge of Academic and market demand changes and to maintain relevance and viability in our graduate programs. The BCOB has the faculty, administrative, and financial resources to administer this program. Similar to the other programs in the BCOB, this program will significantly increase net tuition.

Sincerely,

A handwritten signature in black ink, appearing to read "Walter O. Simmons".

Walter O. Simmons Ph. D
Professor of Economics
Associate Dean Graduate and International Programs
Boler College of Business
John Carroll University
[Email-wsimmons@jcu.edu](mailto:wsimmons@jcu.edu)
Phone-216-397-4659



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September 28, 2018

I am writing to give my vigorous support for the proposed Master of Science in Innovation and Entrepreneurship (MSIE) program. I have been leading the planning of this program for the past year. Our team has thoroughly researched graduate programs in entrepreneurship and innovation across the region, the nation, and the globe. We have carefully constructed a unique curriculum to meet the adaptive needs of entrepreneurial thinkers and innovators.

The program is a one year lock-step program with a new cohort starting every year. Because we are including five (5) current John Carroll University graduate courses, this program will not place an undue burden on faculty coverage for existing courses or for new courses in this program. Course development is scheduled to be completed during the summer.

This program is expected to pay for itself and should not be a burden on the financial resources of the MMS Department, School of Leadership and Social Innovation, and the Boler College of Business.

I enthusiastically support this program as an addition to our graduate business program. In addition to the revenue potential for this program, we have the ability to develop this unique program into a national program with great visibility.

If I can provide additional information regarding my support for this program, please do not hesitate to ask.

Sincerely,

A handwritten signature in black ink, appearing to read "Doan Winkel".

Doan Winkel, Ph.D.

The John J. Kahl, Sr. Chair in Entrepreneurship
Director, The Edward M. Muldoon Center for Entrepreneurship
Assistant Professor of Entrepreneurship
Boler College of Business
John Carroll University



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I wholeheartedly support a Master of Science in Entrepreneurship and Innovation. I have been working with the committee to develop this program for the last year and feel there is not only strong university support for a fifth year program, but also a strong regional appeal.

I have been working with entrepreneurship minor for the last seven years. During this time student enrollment in minor has steadily increased from 282 students taking courses in 2012 -2013 to 579 students taking courses in 2017-2018. Additionally, the mix of students taking courses in the entrepreneurship program (which includes the courses in the minor and core courses ER 110, 115, 120, and MSS 364) continues to be approximately 50% College of Business and 50% College of Arts and Sciences. Because the focus of the entrepreneurship program is on developing an entrepreneurial mindset, not necessarily starting a business, and embraces both social and business concerns, the program fits nicely into other majors. As a result, when students are looking for a fifth year program, many would like to continue with entrepreneurship but have no option. This program allows them to finish their major and adapt their skill sets in an entrepreneurial manner.

In addition to strong student support, we have developed strong faculty support through several Burton D. Morgan grants to expand entrepreneurship across campus in faculty learning communities. A total of 25 faculty from both Arts and Science and from Business have participated in these communities, adding entrepreneurship activities to their courses. We have increased our reach across campus by offering four linked courses each year with science and incorporating service learning requirements into the courses.

This proposal presents a unique interdisciplinary program for the region in that most graduate entrepreneurship programs are part of an MBA program which can limit the number of courses taught and student involvement based on background. This program provides options for students from other colleges to build or develop their innovative experience.

Sincerely,

A handwritten signature in cursive script that reads "Jacqueline J. Schmidt".

Jacqueline J. Schmidt

Academic Program Director of Entrepreneurship

Director of the Entrepreneurship Minor

Professor of Communication, Tim Russert Department of Communication and Theatre Arts



University Heights, OH 44118
www.jcu.edu

September 25, 2018

Jacqueline Schmidt, Ph.D.
Director, Entrepreneurship Minor
John Carroll University
1 John Carroll Boulevard
University Heights, Ohio 44118

Dear Jackie,

As chair of the Tim Russert Department of Communication & Theatre, I am pleased to write in support of the proposal to create a Master of Science in Innovation and Entrepreneurship Program in the Boler College of Business. The rapid growth of the Entrepreneurship minor at John Carroll serves as evidence of students' interest in this area of study. A graduate program in Entrepreneurship offers students opportunity for additional learning that is not available in our region. For Communication majors, a Master's program such as the proposed one is particularly attractive. Many of our students pursue the Entrepreneurship minor; having an opportunity to complete an advanced degree in Innovation and Creativity is appealing to them.

The strengths of proposed MS in Innovation and Entrepreneurship include the flexible program; offering courses in a traditional format combined with bootcamp, workshops, and experiences provides students a fresh approach to education.

Sincerely,

A handwritten signature in black ink that reads "Margaret O. Finucane".

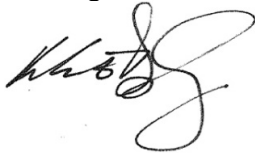
Margaret O. Finucane, Ph.D., Chair
Tim Russert Department of Communication and Theatre

1 October 2018

Dear Members of the Committee on Academic Policies:

I am writing in support of the proposed Master of Science in Innovation and Entrepreneurship. As a university, we are seeking new and creative ways to bundle current course offerings with new curricula in ways that will attract students, engage faculty, and generate revenue. The current strong student interest in the Entrepreneurship Minor (across CAS and Boler) provides evidence for the need for further programming in this area. I was pleased to see that the curriculum has been streamlined in such a way to make it possible to complete the degree in one year. Furthermore, the development of online and hybrid courses will help us attract students from a broader geographic area and thus generate revenue. If the proposal moves forward, JCU will be one of only a handful of institutions offering similar graduate-level curriculum. I am happy to offer my support to this new program, and I am pleased that JCU will be offering a new degree pathway to support student success after their undergraduate degree. As Chair of the Biology Department, I often meet with students in their junior and senior years who have realized that their post-graduation plans have changed and are looking for graduate programs that will use their science background in new and creative ways. This Master's program would be a great addition to their list of options, in my opinion. Please do not hesitate to contact me if you have additional questions (rdrenovsky@jcu.edu; 216.397.4451).

Best regards,



Rebecca E. Drenovsky
Professor and Chair
Biology Department