



Max M. Fisher College of Business

Master of Business Operational Excellence

December 2024 - December 2025



THE OHIO STATE UNIVERSITY

FISHER COLLEGE OF BUSINESS

Join a network of over 600 Master of Business Operational Excellence alumni, 82,000 Fisher alumni and over 550,000 Ohio State University alumni. Form relationships and bonds that extend beyond your time as a student.



The Master of Business Operational Excellence Program

How do you foster a culture where everyone is continuously learning, improving and remaining committed to its purpose every day?

The Master of Business Operational Excellence (MBOE) program is an innovative 13-month executive master's degree program focused on preparing experienced leaders to design and manage at various levels within their organizations. Experienced project coaches and sponsors guide our students during their learning journeys, helping them become experts in five areas: building operational excellence systems, driving decisions with data, speaking the language of business, creating and sustaining change, and making an impact.

This integrated approach not only prepares our students to excel in their careers but also empowers them to drive significant impact within their organizations and beyond.



Classes meet for eight, four-day sessions spread across 13 months



Capstone project directly connected to your organization's unique needs and challenges



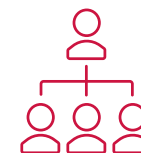
Lean Six Sigma certification exam included



Site visits to select organizations for immersive industry exploration



Collaborative partnership between executive coach and organization



Connect with alumni and industry leaders



Your MBOE Support Network

SPONSORING ORGANIZATION

Integral to your success in the MBOE program is your employer's investment in time and resources. We encourage active participation from sponsors to ensure their employees and their organizations reap the benefits of improving and sustaining operational excellence.

EXPERIENCED INDUSTRY COACH

Selected from a pool of nationally recruited experts with established reputations as effective leaders and mentors, your coach will meet with you on an ongoing basis — typically every week — visit your worksite at least twice during the program, and work closely with you to develop and implement your capstone project.

WORLD-CLASS FACULTY

Courses are taught by experienced faculty who are accomplished educators, researchers and consultants. Their knowledge of operational excellence principles, and their ability to apply that knowledge in the classroom, creates a stimulating and challenging educational experience.

SUPPORTIVE STAFF

Starting with your application and continuing through graduation, dedicated staff members are available to help you throughout your time in the program.



Is an MBOE Right for Me?

The Fisher MBOE Program is specifically designed for mid- to senior-level professionals who continue to work full-time while earning their degree.

Our program has been designed to accommodate the demands of your busy schedule, and students travel from across the U.S. to participate. Our faculty deliver the comprehensive curriculum face-to-face during your on-campus sessions, providing immediate applicability and engaging conversation.

Our students are from a wide spectrum of backgrounds and industries, and they possess varying knowledge of operational excellence systems. With backgrounds in health care, manufacturing, analytics, retail, information technology, supply chain and sales, among others, our students bring a wealth of experience and insights that transcend the siloed thinking that can deter organizations from discovering untapped value. The collaborative interactivity built into the program instills a passion for continuous improvement and harnesses the disruptive energy of change that powers industries worldwide.

SCHEDULE A COACHING CALL

go.osu.edu/MBOEcall

Typical Class Profile

Cohort size: 25 to 35 students

Median Age: 40 years

Required Years Professional Work Experience: 5 years

Industries Represented:

- Government/Military
- Health Care
- Finance
- Sales
- Innovation
- Engineering
- Marketing
- Technology
- Manufacturing
- Engineering

Positions Represented:

- C-suite
- President
- Vice President
- Health Care Professional
- Continuous Improvement Leader
- Director
- Senior Manager
- Manager
- Supervisor
- Engineer

Student Experience

ON-CAMPUS EXPERIENCE

During on-campus sessions, concepts come to life through interactive discussions, hands-on simulations, company visits and immersive project work. By engaging directly with professionals from both academia and industry, students gain invaluable insights into real-world challenges and emerging trends. These interactive sessions foster a culture of innovation and critical thinking, empowering students to apply their knowledge in practical scenarios and develop effective solutions.

SAMPLE ON-CAMPUS SESSION SCHEDULE

	WEDS	THURS	FRI	SAT
7 - 8 A.M.	Breakfast provided	Breakfast provided	Breakfast provided	Breakfast provided
8 A.M. - Noon	Value Stream Mapping	Finance	Root Cause Analysis	OpEx in Practice
Noon	Lunch provided	Lunch provided	Lunch provided	Lunch provided
1 - 5 P.M.	Standard Work	Hypothesis Testing	Mid-Ohio Food Collective	Leadership

IMMERSIVE INDUSTRY EXPLORATION

By traveling to select companies throughout the program, students experience firsthand how what you are learning is being put into practice through real-life case studies across industries. These site visits allow students to analyze operations and assess the value of ongoing process improvements in a variety of settings.

PROJECT WORK AND ASSIGNMENTS

In between on-campus sessions, students typically dedicate 10 to 20 hours per week on course assignments and project work, including meeting with your assigned industry coach.

PREVIEW A CLASS

go.osu.edu/MBOEpreview

Curriculum Areas of Focus

Through research, teaching and engagement with exemplary organizations, we found that creating a perpetual learning organization and culture requires five distinct components. Our curriculum is designed to seamlessly integrate these various facets. So seamlessly, in fact, that students often find themselves immersed in a transformative learning experience where traditional boundaries between classes blur.

BUILDING OPERATIONAL EXCELLENCE SYSTEMS

The academic foundation of the program is operational excellence systems, which include problem-solving systems, daily-management systems, strategic alignment and adaptability systems, and people-development systems.

DRIVING DECISIONS WITH DATA

Analytics is more than a toolset; it is a mindset. It is a way of seeing, thinking and working with data that sharpens decision-making and reveals growth opportunities.

SPEAKING THE LANGUAGE OF BUSINESS

While our primary focus is on operational excellence, we understand that true operational excellence leadership requires a comprehensive understanding of business fundamentals. That's why our curriculum not only emphasizes operational strategies but also incorporates essential business elements including finance and leadership.

CREATING AND SUSTAINING CHANGE

While data and analytics have the potential to inform sound decision-making and reveal new opportunities, that power is diminished if it collides with “established ideas and mindsets.” The principles of change management can be applied to open eyes and minds to the new learning that analytics can provide.

MAKING AN IMPACT

Impact from this program should go beyond the organization. During on-campus sessions, our students work closely with a nonprofit organization to make an impact on the community using the principles and skills learned from the program.

Customized Capstone Project

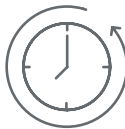
A cornerstone of learning in action, the capstone project offers a powerful return for both you and your organization. Based on an agreement between you, your sponsor and your coach, the Capstone Project lets you apply what you learn to an immediate challenge in your workplace. In addressing that challenge, you'll be leading a team within your organization and working with your sponsor and your coach to improve processes in your operation.

Leading a team within your own organization, you will complete four, three-month improvement cycles over the course of the program. Your assigned coach will review your progress and mentor you through the entire process.

PREVIOUS CAPSTONE PROJECT RESULTS



Improved the efficiency of mail delivery processes at a very large USPS distribution center, resulting in an conservative **savings of \$2 million** with a potential savings of up to **\$35 million** upon expansion



Total lead time for lab test results in a major hospital was reduced from **224 minutes** to **59 minutes**



A major pediatric hospital measured a **50% improvement** in emergency transfer of patients over just seven months, resulting in reduced mortality rates



\$2.3 million in savings and **60% reduction** in workforce turnover in a large chemical manufacturing facility



A software developer **reduced error rate by 84%**





Make an Impact with Operational Excellence

At Fisher, we believe in leveraging the power of business to create positive change in our communities. That's why the MBOE program integrates a unique social impact component by partnering with the Mid-Ohio Food Collective.

TRANSFORMING COMMUNITIES, ONE SOLUTION AT A TIME

As a student in our program, you'll have the opportunity to work closely with the Mid-Ohio Food Collective, a leading organization dedicated to fighting hunger and food insecurity in Central Ohio. Through immersive team projects, you'll tackle real-world challenges faced by the organization, applying your operational expertise to enhance efficiency and effectiveness.

EMPOWERING CHANGE THROUGH COLLABORATION

Collaboration is at the heart of our approach. You'll collaborate closely with your peers faculty mentors, and professionals from the Mid-Ohio Food Collective to develop innovative solutions that make a meaningful difference. By harnessing the collective expertise of our diverse community, you'll gain valuable insights and perspectives while driving tangible impact.

DRIVING EFFICIENCY, FEEDING CENTRAL OHIOANS

The impact of your work extends far beyond the classroom. By optimizing operational processes within the Mid-Ohio Food Collective, you'll contribute to ensuring that more Central Ohioans have access to nutritious food. Your efforts will directly translate into greater efficiency, enabling the organization to serve the community more effectively and sustainably.

LEARN MORE

go.osu.edu/MBOEservice

Program Fees for Class of 2025

The MBOE program fee for the Class of 2025, which kicks off in December 2024, is \$57,585 for in-state students and \$57,600 for out-of-state.

The program fee generally covers expenses for the mandatory on-campus sessions, program instruction, course materials, intellectual and social events, domestic educational trip (other than airfare), and fees to The Ohio State University. Accommodations during on-campus sessions are not included.

Upon acceptance into the program, a non-refundable \$1,500 deposit is required to guarantee your spot in the program. The \$1,500 deposit shows up as a credit against the remaining program fees.

	DUE DATE	AMOUNT
DEPOSIT	Paid upon admission	\$1,500
SPRING	January 2025	\$18,695
SUMMER	May 2025	\$18,695
FALL	August 2025	\$18,695

LEARN MORE ABOUT FINANCING
go.osu.edu/MBOEfees

Return on Investment

Pursuing an advanced degree should not be taken lightly. In addition to the financial undertaking, we understand the time taken away from family, friends and professional duties. It is important to consider the variety of benefits that come from pursuing an advanced degree.

INCREASED EARNING POTENTIAL

Completing the Master of Business Operational Excellence program at Fisher College of Business translates into tangible returns for our students in the form of enhanced career prospects. Equipped with a robust skill set spanning operational excellence, finance and leadership, our graduates become highly desirable candidates for a wide range of roles across industries.

ORGANIZATIONAL RETURN ON INVESTMENT

Through the required capstone project, students effectively demonstrate their ability to deliver substantial financial savings to an organization.

EXPANDED PROFESSIONAL CONNECTIONS

You will join an exclusive community of high-achieving professionals and industry leaders. Our program offers unparalleled networking opportunities, connecting you with a diverse group of peers, alumni and industry leaders. These relationships extend beyond the classroom, opening doors to new career prospects, partnerships and business ventures.

FRESH INSIGHTS AND EXPERTISE

Stay ahead of the curve with a curriculum crafted to deliver the latest in operational excellence. Our program empowers you with actionable insights and innovative thinking, ensuring you're equipped to navigate the ever-evolving business landscape.

NEGOTIATE FOR SUPPORT
go.osu.edu/MBOEsupport

Start Your MBOE Journey

TALK WITH US

Schedule a coaching call with a member of our staff to assess if your needs align with what our program offers, how to fit it into your work and personal life, and what to expect, from application to graduation.

VISIT A CURRENT CLASS SESSION

We encourage all prospective students to visit us during one of our current class sessions to experience the program first hand. During the visit, you will have the opportunity to meet and speak with faculty and staff directly involved with the program, sit in on a session and have lunch with current students. For more information and to register for an upcoming session, visit go.osu.edu/mboepreview.

APPLICATION PROCESS

We are currently accepting applications for the Class of 2025 (classes begin December 2024) and admit students based on three application deadlines. Applicants must apply online and provide the required documents listed on the following page. After you submit your online application with all supporting documents, a virtual interview will be scheduled with the admissions committee.

Our virtual interview process allows for a comprehensive understanding of each applicant's background, motivations and aspirations. Spanning an hour, it includes two distinct segments. The initial half-hour session with program faculty focuses on the applicant's background and goals. The latter half-hour involves a focused discussion with the sponsor, exploring and refining the applicant's capstone project ideas. This structured approach fosters collaboration and ensures a tailored experience for each candidate.

APPLY NOW

go.osu.edu/MBOEapply

Application Materials

PROFESSIONAL RESUME

Please provide an updated copy of your resume listing work experience and career progression. Applicants should highlight examples of leadership, responsibility, managerial experience and/or organizational impact.

COLLEGE TRANSCRIPTS

We require official transcripts for any college credits taken, regardless if a degree was earned. This includes college-level courses taken during high school. Official copies are those sent directly from the school where credit was earned, to The Ohio State University Graduate Admissions.

EMPLOYER SPONSORSHIP

We ask that your employer provides a letter of support, with the understanding of the time commitment necessary to participate fully. Endorsement of your candidacy by your employer is a critical factor in the admission process.

SPONSOR AGREEMENT

The student sponsor is a key ingredient to maximizing the success of the student on their project. During the online application process, applicants are asked to identify their sponsor, and the sponsors are then asked to agree to active participation.

ESSAY

Why do you want to earn an MBOE degree from Fisher College of Business? In 750 words, reflect on your post-MBOE goals and how you believe Fisher's program will help you achieve them.



2024 Application Dates*

Round 1: Due April 1

- Interviews: April 8 - 19
- Decisions Posted: April 22

Round 2: Due July 1

- Interviews: July 10 - 26
- Decisions Posted: July 29

Round 3: Due September 1

- Interviews: September 9 - 20
- Decisions Posted: September 22

*Applications will be accepted until the cohort is full.

Class of 2025 Program Schedule*

December 2024

S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

January 2025

S	M	T	W	T	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

February 2025

S	M	T	W	T	F	S
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2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	

March 2025

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16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

April 2025

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6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30			

May 2025

S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

June 2025

S	M	T	W	T	F	S
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8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

July 2025

S	M	T	W	T	F	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

August 2025

S	M	T	W	T	F	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

September 2025

S	M	T	W	T	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				

October 2025

S	M	T	W	T	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

November 2025

S	M	T	W	T	F	S
						1
2	3	4	5	6	7	8
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16	17	18	19	20	21	22
23	24	25	26	27	28	29
30						

December 2025

S	M	T	W	T	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

- Orientation
- On-Campus Session
- Off-Campus Session (Location TBD)
- Cohort Graduation Program
- University Commencement

Why Fisher?

At Fisher College of Business, we believe business leadership requires a distinct and nuanced set of skills for a business world that's changing at a pace never before seen. Innovation and entrepreneurial leadership create new markets and disruption virtually overnight. A strong global perspective challenges familiar traditions and forges untold partnerships. All of these test the balance of risk and reward, and the principles necessary to navigate new ideas and opportunities.

These central themes — innovation and entrepreneurial spirit, global awareness, principled leadership, and social responsibility — are essential to what distinguishes Fisher graduates. These themes provide a consistent backdrop for our curriculum and programs; they guide our thought leaders; and they directly reflect the values of our college's namesake. These ideas are essential for a singularly engaging and impactful experience on our campus, and for success beyond it.

Because at Fisher, we don't produce business graduates. We produce business leaders.

