



THE OHIO STATE UNIVERSITY

FISHER COLLEGE OF BUSINESS

Executives With an Edge

Fisher uses
Executive MBA
students' real-world
experience to customize
their education.

Photo by TIM JOHNSON

COLUMBUSCEO

Stories by KITTY McCONNELL FRENCH

Letter from the Dean

EMBA students at Fisher receive a tailored curriculum that develops principled business leaders—entrepreneurial and innovative in spirit—who possess the ability to think and act globally.



When The Ohio State University Max M. Fisher College of Business launched its Executive MBA program more than 15 years ago, we did so with a strategy aligned with the core principles of our college's namesake, Max M. Fisher. For nearly two decades, an EMBA from Fisher has provided executives from around the world with customized programming designed to not only grow businesses but to build leaders equipped to make positive impacts on our world.

As one of the developers of Fisher's EMBA, I am delighted by its growth and by what lies ahead as leaders from across industries continue to engage with our world-class faculty. EMBA students at Fisher receive a tailored curriculum that develops principled business leaders—entrepreneurial and innovative in spirit—who possess the ability to think and act globally.

Our EMBA program provides and delivers content that is both relevant and convenient, as students are on campus just once a month and are supported by online tools that have expanded the geographical reach of the program. Further underscoring our commitment to creating global leaders, EMBA students travel abroad to study best practices at some of the top companies operating around the world.

Graduates of our EMBA program, which is ranked ninth-best in the world by *Bloomberg Businessweek*, have described the experience as “transformational”—one that prepares them with the skills to flourish as managers of human capital, provides the opportunity to build personal connections with driven leaders and equips them with confidence to empower others to lead. In all, 650 alumni have earned EMBA degrees at Fisher, with many having gone on to serve as CEOs and managers at top companies, leaders with non-profit organizations, and entrepreneurs.

As a college, the success of our EMBA program is a direct reflection of our commitment to the modern land grant mission of The Ohio State University—that through impactful research and innovation of programs, technology and curriculum delivery, our university, faculty and students will positively contribute to our community.

This year, as we celebrate 100 years of business education at The Ohio State University, our dedication to that mission and our impact on business leaders from across the country and around the world continue to serve as key differentiators of the Fisher EMBA.

I hope the following pages provide you with a holistic view of our EMBA program—from the history of executive education at Ohio State, to powerful testimonials from EMBA graduates, to our exciting vision for the next chapter in executive education at Fisher College of Business.

Sincerely,

Anil K. Makhija

Anil K. Makhija

Dean and John W. Berry, Sr. Chair in Business

The Max M. Fisher College of Business
The Ohio State University

17

Months to complete a
Fisher EMBA

38

Average age of Fisher
EMBA students

17

Average years of students'
professional experience

3

Days of classes
per month

Customized for Success

EMBA Program Created for Corporate Leaders

It's been a century since the foundation for a world-class business education was laid at The Ohio State University. The College of Commerce and Journalism evolved into the prestigious Max M. Fisher College of Business. The last two decades of Fisher's history have seen a further rise to excellence through the establishment of the college's Executive Master of Business Administration Program.

Joseph A. Alutto, a distinguished professor of organizational behavior, was Fisher's seventh dean. Alutto served from 1991 to 2009, during which time he led the development of the Executive MBA program. Introduced in 2000, the program offers an intensive MBA in a format designed to meet the real-world needs of working executives.

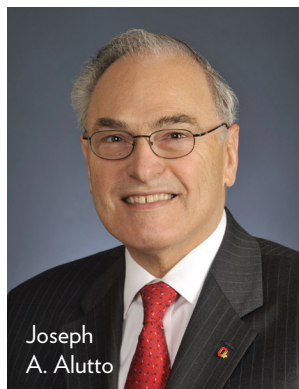
Fisher wanted the new EMBA program to have "the highest impact on the corporate community as possible. In order to do that, we had to rethink our approach," says Alutto.

Customizing Fisher's MBA for executive learners meant making the most efficient use of the one thing all high-level professionals have in short supply: time. The program's architects divided the MBA curriculum into "two buck-

ets," says Alutto. Commodity learning—the acquiring of facts essential to the decisions executives are charged with making—would take place off campus and in timing with the executive students' personal schedules. Experiential learning—the question of how executives would actually apply the facts they'd acquired—would take place in the EMBA program's limited on-campus sessions.

A core objective of the EMBA has been to minimize the time students spend on campus but maximize the results.

To that end, classroom discussions in the EMBA program focus around how students would use the models they have studied, says Alutto. On-campus instruction during each of the program's 17 months is much more about



Joseph
A. Alutto



Jay Dial, faculty member,
teaches an EMBA class.

fact-application rather than fact-acquisition. Discussions are tied to their jobs, and students' unique high-level business experiences figure heavily into classroom sessions.

This meets another of the program's core objectives: exposure to a variety of industries, executives and real-world scenarios. As noted in program descriptions, each Fisher cohort is comprised of vice presidents, CTOs, general managers, executive directors, surgeons and other experienced professionals from an array of industries, including financial services, consulting, manufacturing and healthcare.

One of the early challenges the EMBA program faced was in keeping up with the ever-evolving needs of its executive student body. In the 16 years since its founding, the program has become highly iterative, adjusting as necessary to the changing global and technological landscape in which its students do business.

"We made changes in terms of the kinds of offerings we had," says Alutto. Rather than providing rigid tracks, the EMBA evolved so that

each class would complete the program's core courses together, then democratically select their elective courses. The result is EMBA experiences uniquely customized to each cohort of students. Recent electives voted on and completed by EMBA cohorts include courses on mergers and acquisitions, private equity and venture capital, leadership and competitive analysis, and negotiation and persuasion. All are new and influential concerns in today's c-suites, a reflection of the real-time responsiveness of the program to students' real-world business concerns. "This provides the enhanced knowledge and experience they're going to need for success," says Alutto.

Perhaps the biggest shift Alutto has noted since the program's founding in 2000 is a complete upending of the traditional career path. Today's career model, says Alutto, "depends on the success you bring to your organization. ... The EMBA is the natural next step in their executive advancement. It [sets the course for] the learning they'll do throughout their careers."

Broadening Perspectives

Lori Johnston has a few pieces of advice for professionals considering an executive MBA from The Ohio State University Fisher College of Business. It's a lot of work, says Johnston. But give it your all, and you'll be rewarded handsomely.

"Don't do it until you have several years of work experience under your belt," advises Johnston, who was a mother of three and a full-time financial executive when she decided to pursue an EMBA from Fisher. Twenty years after graduating with an accounting degree from the University of Toledo, Johnston felt something was missing despite her success as an accountant for Ernst & Young (now EY) and chief financial officer for two hospitals in the ProMedica Health System.

"Getting advanced education was really important to me to stay sharp and valuable in my position," says Johnston. The Fisher EMBA program offered her the intellectual development she craved at a level that reflected her own professional accomplishments.

Today, Johnston is ProMedica's chief information officer. She credits the program for expanding her horizons beyond

the financial track she had been following in her early career.

"I believe that the program helped me with skills outside the finance arena and also to think about things in a much broader perspective," says Johnston. "I guess 20 years between undergraduate and master's (degrees) isn't impossible after all!"

Where did you see yourself in terms of career and personal development before obtaining your executive MBA from the Fisher College of Business?

I'd spent 13 years in public accounting at E&Y and almost nine years as the CFO for two of our hospitals at the time I started the program. Quite honestly, I was thinking my career would remain in finance. I had a great job and career at an early age, so my purpose for the EMBA was as much personal development as it was career advancement. I was an exuberant (and probably immature) leader at that point.

What prompted you to seek a Fisher Executive MBA, especially in terms of the outcomes or results you initially expected?

When I joined ProMedica, we were in the process of

merging hospitals and adding acquisitions. I didn't have time to do much education—I was too busy working. After a while I felt that I was getting stale. Getting advanced education was really important to me to stay sharp and valuable in my position.

I considered getting a master's in healthcare administration, but my boss at the time encouraged me to get an MBA and learn from others outside of healthcare to broaden my perspectives. That was great advice that I have passed along to others.

What specific impact has earning your Fisher Executive MBA had on your career?

It gave me credentials that provided opportunities outside the finance area. It also gave me confidence and maturity as a leader.

At the end of the program, I made my first transfer within the company to a senior vice president of corporate finance role supporting our system COO and got exposure to all of the components of our integrated delivery system. From there, I've had four more transfers—all of them in operating roles.

What specific impact has earning your Fisher Executive MBA had on your community standing or contributions?

My leadership skills have allowed me to get some great leadership opportunities in the community. I currently serve as chairman of the board for an all-girls private high school and as a member of a six-person community board for our minor league baseball and hockey teams in Toledo.

What future advantages do you expect to realize that you would attribute at least in part to earning a Fisher Executive MBA?

As one of the top executives in our organization, I feel very prepared to help lead during the times of change that the healthcare industry is going through. I feel my skills have allowed me to do many different things within our organization. This flexibility is critical to my ongoing success.



LORI JOHNSTON

Chief Information Officer

ProMedica
Health System

Toledo, OH
promedica.org



My boss
at the time
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to get an MBA
and learn from
others outside
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to broaden my
perspectives.”



From Good to Great

Chuck Rotuno had earned the highest office in his company. But after a decade leading OEC, the largest original equipment parts marketplace in the automotive industry, the CEO aspired to more.

"I'd reached a point in my career where opportunities for further career growth were very limited and would necessitate a job change," says Rotuno. "I wanted to stay in my current role with my current company but wanted to become a better leader and push the business to new heights."

He applied to The Ohio State University Fisher College of Business Executive MBA program. The title of Rotuno's EMBA application statement reflected his objectives: "On the Road from Good to Great."

Rotuno graduated from the program prepared to navigate the evolution he knew the automotive industry would continually face as technological advances and globalization shaped the 21st-century business landscape. Equipped with an EMBA from the Fisher College of Business, Rotuno has evolved in tandem with his company, his industry and the world's markets.

He looks toward the challenges of tomorrow assured that "the EMBA program will be invaluable along the way."

What prompted you to seek a Fisher Executive MBA, especially in terms of the outcomes or results you initially expected?

I invested in the OSU EMBA program because of its tremendous reputation. I invested in the program because I could see its value. I valued the Fisher EMBA program's real-life application of learnings, international focus and a schedule that was easy to manage.

How did the reality of receiving your Fisher Executive MBA meet or exceed your expectations?

My expectations were exceeded beyond my wildest dreams. The program faculty were superb. The classmates were first rate. The ability to take classroom concepts and make them workplace realities was a pleasant surprise.

The international trip experience broadened my horizons greatly. This became a real focus of my business upon completion of the program.

What specific impact has earning your Fisher Executive MBA had on your career?

My company has gone through much in the past five years: international expansion through offices in Krakow, Poland, significant growth and, most recently, a change in control. I believe every aspect of the Fisher Executive MBA program better prepared me for this evolution.

What specific impact has earning your Fisher Executive MBA had on your community standing or contributions?

I am chairman of the board of Baldwin Wallace University and a director on the board of Westfield Bank. I was appointed to both of these board positions after my graduation from the Fisher EMBA program.

What future advantages do you expect to realize that you would attribute at least in part to earning a Fisher Executive MBA?

My company is now in aggressive pursuit of merger and acquisition candidates, and I believe another transformational event is in our future in three to five years. I'm confident the learnings from the EMBA

program will be invaluable along the way.

What most surprised you about your experience of earning a Fisher Executive MBA?

The people, full stop. Administration, faculty, classmates—all have become friends and confidants for life.

What would you tell others considering an executive MBA?

I've sponsored three additional executives from my midsize company to go through the program. I believe that speaks volumes for how I feel about the Fisher EMBA. What I tell them is this: It's never too late for an old dog to learn some new tricks!



CHARLES E. ROTUNO

Vice Chairman & CEO

OEC

Richfield, OH

oeconnection.com

“

The international trip experience broadened my horizons greatly. This became a real focus of my business upon completion of the program.”



Invest in Your Passion

Paula Russell has always been passionate about business, passionate about learning to lead and passionate about contributing to her company's global success.

Russell's passion led her to study finance and international business as an undergraduate. It led her to pursue every opportunity to contribute and learn as a human resources generalist at Owens Corning. And, nearly a decade into her career, Russell's passion led her to pursue an Executive MBA from the Max M. Fisher College of Business at The Ohio State University.

"The timing was right to make the personal commitment to expand on the business foundation that I had already established," says Russell. Today, Russell develops the human capital of one of Ohio's global Fortune 500 leaders, Owens Corning.

"The EMBA was, and continues to be, an accelerant in my career," says Russell. "It provided me the capabilities to grow from corporate human resources generalist to vice president of HR for a global \$2-billion business in the three-year span immediately following my completion of the

Fisher EMBA program."

Russell says the EMBA expanded her view of the wider business world while reinforcing the professional qualities central to her work in human resources.

"The pace of change in the global business environment is aggressive," she says. "Fisher's EMBA program imprinted my beliefs that compassion and giving are key components of leadership."

Where did you see yourself in terms of career and personal development before obtaining your Executive MBA from the Fisher College of Business?

I was eight years into my career and had taken full advantage of work-based assignments, first in finance and then human resources, in both manufacturing and corporate roles. I was still in the early stages of people leadership and had yet to experience a global business strategy position.

What prompted you to seek a Fisher Executive MBA, especially in terms of the outcomes or results you initially expected?

My leaders and business partners recognized my potential to bring a more significant

impact to the company. We saw the Fisher Executive MBA as key to unlocking that potential to contribute in bigger ways.

How did your Fisher Executive MBA meet or exceed your expectations?

The breadth and applicability of the curriculum as well as the benefit of learning in a supportive and collaborative environment of diverse business professionals extended far beyond graduating from the program. Whether partnering to drive a business turnaround or delivering on innovative growth, I have continually leaned on the knowledge and experiences gained at Fisher.

The network of colleagues from my EMBA cohort is exceptional in their brilliance and passion. Seven years later, we have remained closely connected.

What future advantages do you expect to realize that you would attribute at least in part to earning a Fisher Executive MBA?

The faculty and network of alumni remain easily accessible. I'll continue to leverage these relationships as I face new challenges, seek exposure

to new skills and find talented individuals as future recruits to our company.

What most surprised you about your experience of earning a Fisher Executive MBA?

The experience cultivates practical learning and applicability to the real global business environment. The program was rich in diversity, and its team-oriented approach was much more supportive and collaborative than it was competitive.

What would you tell others considering an Executive MBA?

I firmly attest, and my accelerated leadership growth authenticates, that the Ohio State EMBA is one of the best investments you can make in your future as a business leader. Opportunities will come and go throughout your life, but your education is something that no one can ever take away. I would do it all over again if I had the chance.



PAULA RUSSELL

Vice President of Human
Resources

Owens Corning

Toledo, OH

owenscorning.com

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Theory Meets Real World

Dr. Ryan Carvalho recognizes the growing role that business intelligence plays on the frontlines of American healthcare. That's why the pediatric gastroenterologist decided to pursue an Executive MBA from the Fisher College of Business.

"My initial goal was to gain an understanding of economic models, finance and organizational design to better meet expectations of a career in hospital or medical administration," says Carvalho, who was practicing at Nationwide Children's Hospital and teaching as an associate professor of clinical pediatrics at The Ohio State University College of Medicine when he applied to Fisher.

Carvalho envisioned the EMBA enhancing the natural progression of his academic career while providing him the insights necessary to transition from clinician to hospital administrator. Instead, his Fisher EMBA revealed a professional path the doctor hadn't envisioned.

Today, Carvalho is vice president of medical and scientific affairs for Nestlé Infant Nutrition of North America, a division of Gerber Products Company.

"I strongly recommend the Fisher EMBA to every individual who's interested in broadening their professional horizons, enhancing the way they think and challenging the assumptions they were taught or they acquired," says Carvalho.

As a working physician and associate medical professor, the respect and flexibility his Fisher EMBA professors paid to his professional obligations were essential to his success.

"What certainly surprised me was the level of engagement between the faculty and the students," says Carvalho. "They respected our experience and demonstrated a genuine desire to exemplify the theory through real-life experiences."

What prompted you to seek a Fisher Executive MBA, especially in terms of the outcomes or results you initially expected?

My initial goal in pursuing a Fisher EMBA was to gain an understanding of economic models, finance and organizational design to better meet expectations of a career in hospital or medical administration.

How did your Fisher Executive MBA meet or exceed your expectations?

Conversations and interaction with previous graduates had set my expectations very high for professor credentials, quality of instruction and engagement. My experience far exceeded my elevated expectation.

The networking opportunities—with current, preceding and following students—brought an unanticipated but much-appreciated value to my EMBA. The caliber of my contemporaries was a key ingredient in bringing to the table a diverse set of experience, knowledge and corporate maturity.

What specific impact has earning your Fisher Executive MBA had on your career?

The Fisher EMBA has given my academic credentials the filip to be recruited by Nestlé Nutrition to lead their medical, scientific and regulatory functions for North America.

The EMBA provided me a self-assessment opportunity which has been incredibly helpful. It bolstered my confidence to make a career change from academic medicine to the corporate world, accelerated my career trajectory and en-

hanced my ability to add value to society.

What specific impact has earning your Fisher Executive MBA had on your community standing or contributions?

As a physician, I've always understood the importance of caring and giving back. However, the Fisher EMBA taught me the value of these actions within the community and the impact of shared value.

What future advantages do you expect to realize that you would attribute at least in part to earning a Fisher Executive MBA?

No textbook can ever teach you the applications and implications of team dynamics better than the real-life experience that Fisher provided me. At Fisher they encourage continuous learning as the best way for self-assessment and self-improvement, which I continue to embrace.

What would you tell others considering an Executive MBA?

The Fisher EMBA will grow your knowledge and accelerate your career, making you a better corporate citizen and an invaluable member to society.



RYAN CARVALHO

VP Medical & Scientific
Affairs, Nestlé Infant
Nutrition, North America

**Gerber Products
Company**

Florham Park, NJ
gerber.com



The Fisher
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grow your
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society.”



Next-Level Leadership

CEO Doug Wissman was having doubts. The growth of Triad Technologies, an industrial distributor where he'd been involved in administration for roughly 20 years, was slowing. Did he have the expertise to take the company to the next level? Were his experiential leadership skills scalable to the growth he was pursuing for the company?

He exorcised all of those doubts and more earning his EMBA from The Ohio State University Fisher College of Business.

"It gave me confidence. It filled in all the gaps," says Wissman. Like a true Buckeye, he likens the effect of earning his Fisher EMBA to that of a football player hitting his athletic stride.

"When a quarterback gains the experience and confidence to see plays develop on the field, he will often state 'it seems as if the game has slowed down,'" explains Wissman. "When I received my Fisher Executive MBA, the game slowed down."

The program cured an ailment that only Wissman could sense in himself, given his professional stature. "Many of

my colleagues and close friends wondered why I wanted—or needed—to get an MBA," says the CEO. "I was having real doubts about my ability to take the company to the next level."

Slowing down his game gave Wissman the vision and confidence to quarterback Triad through the Great Recession, which hit just as he graduated from Fisher in 2008. His leadership stabilized the company during those years of economic uncertainty. Today, Wissman leads the company in an acquisition growth strategy—one of the key capabilities he gained in the Fisher EMBA program.

"Earning an Executive MBA can be a career-changing, life-changing experience. Don't wait!" Wissman says, a nod to his own auspicious timing.

Where did you see yourself in terms of career and personal development before obtaining your Executive MBA from the Fisher College of Business?

While my educational background was in engineering, I quickly found myself getting involved with all the administrative aspects of the business. In order to develop the skills necessary for this role, I attended numerous seminars and workshops, enrolled in a variety of professional development

programs and attended industry meetings and educational events over the years.

The business grew nicely, although not without some growing pains, and I eventually became the company's president and CEO.

What specific impact has earning your Fisher Executive MBA had on your career?

My gears turn differently. I look at things from a very different perspective now. As a result, the business has grown significantly. It is much more profitable, and it has even attracted institutional investors. We're poised to become a significant player in our industry in the years ahead.

What future advantages do you expect to realize that you would attribute at least in part to earning a Fisher Executive MBA?

A big part of Triad's growth strategy going forward involves acquisitions. Being able to vet acquisition opportunities, determine an appropriate valuation for the target firm, complete the transaction and integrate the two businesses are all skills I would not have had it not been for the Fisher Executive MBA.

What most surprised you about your experience earning a Fisher Executive MBA?

As I look back on my experiences at Fisher, there were probably three big surprises. The first was the perspective I gained of businesses and issues outside of my industry. Second, that things are not always as they seem—it is imperative to dig deeper for answers. But, perhaps the biggest surprise was the friendships that developed within the cohort. I felt as if I graduated with 50 new best friends. Many of us still get together on a regular basis.



DOUG WISSMAN

President & CEO

Triad Technologies

Vandalia, OH

triadtechnologies.com

“

The biggest surprise was the friendships that developed within the cohort. I felt as if I graduated with 50 new best friends. Many of us still get together on a regular basis.”



The Fisher EMBA Experience

It takes talent and perseverance to advance to the executive ranks of your organization. The Ohio State University Fisher College of Business Executive MBA program selects today's brightest performers—those motivated

“

I was surprised at my feeling of disappointment when the program was over. ... We had a great cohort.”

LORI JOHNSTON, '05

Chief Information Officer

ProMedica
Health System

women and men who have proven themselves in the business world—and transforms them into the leaders of tomorrow.

Their remarkable development takes place over the course of an advanced 17-month EMBA program tailored for busy c-level professionals. Fisher EMBA students meet each month for classes at the Fisher College of Business, located in the heart of the Ohio State campus.

It's no small investment of time, energy or financial resources. But the Fisher EMBA program pays high dividends, both tangible and intangible, for students and their organizations.

The program schedule generally requires a Thursday, Friday and Saturday each month. The goal is that students are taking some new idea or capability with them back to the workplace on Monday morning.

The program's 17-month format pushes students to achieve completion faster than other 22- to 24-month EMBA programs on the market. The Fisher EMBA also assesses

gaps in the skills students possess and offers each cohort a customization opportunity by selecting electives from a portfolio to overcome these gaps.

The program is comprised of 40 to 50 students from a broad variety of backgrounds, industries and focuses. The

cohort is constructed carefully to maintain that diversity.

The average student enters Fisher's EMBA program at age 38 with 17 years of professional experience. Together, they make up a dynamic student body of VPs, CTOs, GMs, surgeons and executive directors

EMBA Courses

Core:

- Strategy Formulation and Implementation
- Organizational Behavior
- Managerial Economics
- Business Statistics
- Accounting
- Marketing Management
- Financial Management
- Operations Management
- International Business
- International Trip
- Professional Development: Your Leadership Legacy

Electives:

Students choose from existing Fisher courses or new courses may be developed. Previous cohorts have chosen the following electives:

- Negotiations
- Leading and Managing Change
- Project Management
- Mergers & Acquisitions
- Product Management Strategy
- Risk Management
- Services Marketing
- Venture Capital





from diverse industries such as IT, financial services, healthcare, manufacturing and consulting.

Many applicants apply to the program at the behest of their employers, while others apply to fulfill their personal career goals. Once eligible applicants have submitted a complete application, they'll sit with the EMBA admissions committee for an interview to gauge their managerial experience, academic background and projects demonstrating their management skills.

Together, each Fisher EMBA cohort completes the core courses and democratically selects their electives. The diversity of the students in

each cohort is critical to Fisher's case-method learning model.

A lot of the experience that students gain comes from working with their colleagues. One of the roles of the faculty members is to draw out that knowledge and those perspectives.

Fisher's world-class business faculty leverage the collective knowledge within each EMBA cohort to deliver a real-time, cutting-edge curriculum informed by students' varied professional expertise. The result is a holistic approach to organizational leadership and executive problem-solving.

Fisher faculty are recognized experts in their fields. They develop their

courses to provide theory, tools and frameworks that can be immediately applied in students' businesses.

Fisher's EMBA is an experience that transforms as it informs. Every course in the program aligns with the core goal of the Fisher EMBA: Challenging professionals to reframe their business and leadership approaches. Fisher EMBA graduates leave with refined leadership skills, a broader network of colleagues and heightened awareness of the wider business world.

Transformation is the core credential conferred on graduates of the Fisher EMBA program.

Is a Fisher Executive MBA right for me?

The EMBA program provides:

- The opportunity to develop your knowledge and intuition;
- A network of shared insights and intellect;
- A professional, and personal, transformation;
- Skills that will help you become an effective manager and a strategic thinker; and
- Leadership opportunities in your organization, and in your community.

**MOST PEOPLE
THINK OF INTUITION
AS SOMETHING
YOU'RE BORN WITH.
WE TEACH IT.**

**BUSINESS.
INTUITION.**

FISHER EXECUTIVE MBA

Are you ready to join the ranks of the Executive MBA graduates who have learned how to think, and feel, about business in new ways?

Learn more today at
go.osu.edu/FisherEMBA



THE OHIO STATE UNIVERSITY

FISHER COLLEGE OF BUSINESS