



Product and Strategy in a University:

Cases: Centers and Redesigning the Fisher FTMBA

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THE OHIO STATE UNIVERSITY

FISHER COLLEGE OF BUSINESS

The Product

Three Components of Education

- Functional Learning
- Experiential Learning
(CENTERS DISCUSSION NEXT)
- Interpersonal Skill Development

About Fisher

- Programs
 - Undergraduate
 - Full-Time MBA
 - Working Professional
 - Executive MBA
 - Specialized Masters in Finance
 - Master of Business Logistics Engineering
 - Master of Human Resources Management
 - Master of Accounting
 - Graduate Minor in Business in Health Sciences
 - Specialized master in Business Analytics
 - PhD

About Fisher

FACULTY

Tenure-track	Now	Then (2015)
Full Prof	37	36
Associate	23	27
Assistant	39	22
Total	99	85
Clinical	10	10
Visiting	2	6
Senior Lecturer	57	37
GRAND TOTAL	168	138

Rationale: Why Redesign the Full-Time MBA

- The last major redesign was several years ago
- We should be able to thrive in this highly competitive market
- We can better respond to needs of stakeholders
- The MBA Program is a key reputation driver for Fisher
- Potential spillovers can positively affect other programs

Process

- Led by Faculty & Staff. Data driven.
- Consistent insights from internal and external stakeholders
- Significant input from faculty & staff

Research

Benchmarking Peer & Aspirant Programs	Internal (Task Force Members)
Alumni Interviews	Marty Saperstein & Associates
Recruiter Interviews	Marty Saperstein & Associates
Current Student Focus Group	Marty Saperstein & Associates
Student Exit Interviews	Internal (Shashi Matta & Amy Weisbach)
Recruiter Survey	Hanover Research
Recruiter Focus Group	Internal (Mona Makhija, Jay Wellman, Jamie Mathews-Mead, & Amy Weisbach)
Faculty Focus Groups	Internal (Mona Makhija, Jay Wellman & Amy Weisbach)
“Executive-in-Residence” Focus Group	Internal (Mona Makhija, Jay Wellman & Amy Weisbach)
Staff Focus Groups	Internal (Mona Makhija, Jay Wellman & Amy Weisbach)
Industry Leaders Interviews	Internal (Alison Merzel, Aravind Chandrasekaran, David Greenberger)

What We Have Learned

Strong functional expertise is an expectation

Additional expectations

- Communication & interpersonal effectiveness
- Internship readiness & industry exposure
- Problem definition, problem solving & critical thinking
- Ability to work cross-functionally & globally

Program Key Differentiators

- Integrated core
- Experiential learning portfolio
- Personalization, Coaching & Assessments
- Pathways for flexibility

All features incorporated and offered. Some optional in initial implementation

Fisher MBA Pillars

Problem Definition & Problem Solving

- Functional expertise
- Critical thinking
- Decision making
- Dealing with ambiguity
- Analytical skills
- Global mindset

Interpersonal Effectiveness & Leadership

- Persuasion & influence
- Communication
- Emotional intelligence & empathy
- Presentation skills
- Professional etiquette
- Delegation
- Cultural competence

Accountability & Purpose

- Personal responsibility
- Team accountability
- Team learning
- Ethics
- Social impact
- Triple bottom line

Program Outline

Year 1	Fisher Launch	Fisher Take Off (3 wks)	Fall Block A (4.5 wks)	Fall Block B (4.5 wks)	Fall Block C (4.5 wks)	Core Capstone Experience	Business Lab Project (1.5)	Business Lab Project (1.5)	3 wks		
		Critical Thinking Workshop	Economics (3)				Strategy (3)				
		Data Analytics Workshop	Accounting (3)				Data Analysis (3)				
		Coaching Assessment Feedback & Development Plans Business Communication Career Conference Business Lab Challenge Columbus Experience Keynote Speakers Summit Vision		Finance (3)				Global (1.5)		Elective or Degree Requirement	
				Operations (3)				Elective or Degree Requirement		Optional: GAP Course	
			Marketing I (1.5)				Marketing II (1.5)				
			Personal & Team Dynamics for Effectiveness (1.5)				Leadership (1.5)				
		Assessments & Personalized Coaching (Immersion Reflection, Internship Preparation)									
		Development Workshops									

Year 2	Fall Tem 1	Fall Term 2	Spring Term 1	Spring Term 2
	Social Impact Challenge (3)		Elective or Degree Requirement	Max Problem Solving (1.5)
	Elective or Degree Requirement	Elective or Degree Requirement	Elective or Degree Requirement	Elective or Degree Requirement
	Elective or Degree Requirement		Elective or Degree Requirement	
	Elective or Degree Requirement		Elective or Degree Requirement	Elective or Degree Requirement
	Assessments & Personalized Coaching (Internship Reflection, Program Reflection)			
	Development Workshops			

Coursework

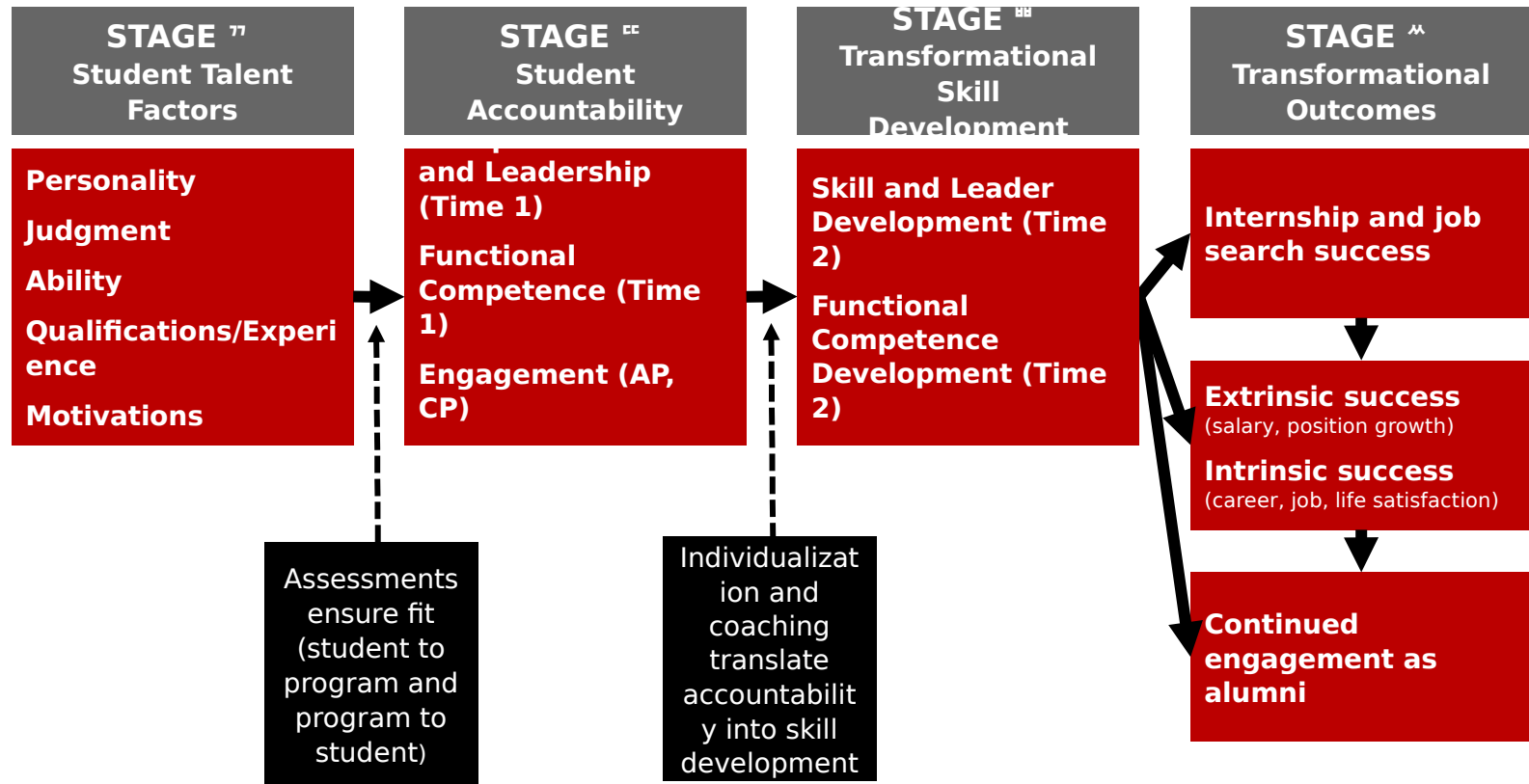
Note: Change in core credit hours is due to the Project Management course (Business Lab Project) being counted as experiential learning.

Pathways

- Optional and customizable
 - Functional
 - Cross-functional
 - Industry specific
- No set number of credit hours
- Market-driven and agile to quickly add and remove
- Utilize existing electives
- Partnering with Fisher Centers as appropriate
- Examples
 - Risk Management
 - Financial Accounting

Assessments

Conceptual Model of FACE: Fisher Assessment & Coaching Evaluation



Application/Launch \equiv

Takeoff \equiv

Year 1 \equiv

Year 2+

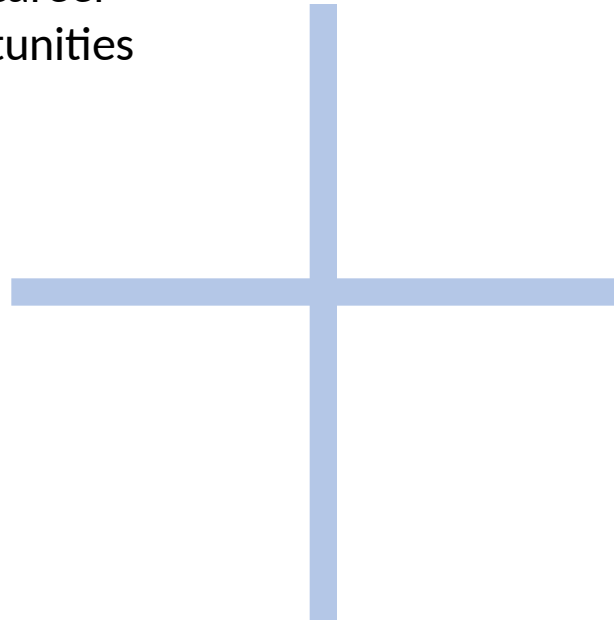
Coaching Team

Together this team helps each student:

- Learn from their assessments and close skill gaps
- Develop leadership & communication skills
- Prepare for their internship & career
- Reflect on experiential opportunities
- Maximize their development while in the program

- OCM staff member
- Focused on advising student on career development

- Alum or friend of the program
- Provided training on how to coach
- Focused on working with student to assess and reflect on strengths and weaknesses
- Helps student learn from assessments



- GPO staff member
- Focused on advising students on academic opportunities

- Alum or friend of the program
- Professional interests aligned with students
- Offers guidance and advice to students

Expected Benefits of Redesigned Program

- Increased assessment and personalized support will lead to an increase in student growth in and out of the classroom.
- Increased experiential learning opportunities will improve students' ability to confidently apply their skills.
- Integrated core and experiential learning will develop students' ability to see business issues holistically— a possible differentiator noted by hiring managers and executives.
- Programs in the 2nd year (Social Impact Challenge and Max Problem Solving) will provide cohesion among students and keep them engaged throughout the program.
- All this will allow us to:
 - Improve the marketability for internship and full-time positions, increasing internship conversion rate and full-time employment outcomes
 - Enhance student experience and satisfaction
 - Attract an increased number of high quality candidates

Spillover Potential

- Enhanced reputation from redesigned program
- Increased connections with employers & industry
- Increased engagement opportunities with alumni
- Create opportunities for donor support
- Increased university collaboration
- Learning benefits that can be applied in other Fisher programs

Key Metrics: Immediate Impact

Impact Starting in the 2019-2020 Academic Year

- Increase in number of applications to the FT MBA Program
- Higher yield in admission of high quality candidates

Impact Starting in the 2020-2021 Academic Year

- Increased internship conversion rate (Fall 2020)
- Improved Full-Time Employment Rate by Graduation (May 2021) and 3-months after (August 2021)
- Improved Average Starting Salary (August 2021)
- Enhanced student experience and satisfaction reflected in rankings starting in Fall 2021
- Increased class size (90-120)
- Enhanced alumni engagement

Key Metrics: Lasting Impact

Long Term Impact: MBA Programs

- Steady State: Number of applications to the FT & WP Programs
- Increased class size in both programs
- Higher rankings for both programs

Long term Impact: Spillover to Other Programs

- US News Graduate School Rankings (same as FTMBA Rankings)
- Coaching model can expand to other graduate programs
- Access to experiential learning and company interactions through Business Lab for graduate programs and honors undergraduates

Long Term Impact: Fisher College

- Increased fundraising and Donor / Alumni engagement
- Higher reputation can support new revenue generating programs such as MS in Management, Distance, and Certificate Programs



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