EARN A WORLD-CLASS MBA WITH AN EXECUTIVE EDGE.
YOU HAVE QUESTIONS?
WE UNDERSTAND AND WANT TO HELP.
The number of Vanderbilt MBA programs designed exclusively for working professionals.

On the cover: Read the story of Sam Chang, Vanderbilt Executive MBA, Class of 2015, at owenworldshapers.com.

Note: By the time you read this brochure, some of the titles for our students and alumni may be out of date. There’s a good reason for that: Vanderbilt graduates are highly valued and tend to move up quickly in the business world.
MBA Programs designed for working professionals
Rise higher. Go farther. Start here.

Vanderbilt’s Executive MBA is a rigorous program with two options for working professionals already in or aspiring toward senior leadership positions. You can choose from two tracks—a traditional Executive MBA program or an innovative Americas MBA program for Executives. With either option you will have the same opportunities listed below.

**The Vanderbilt Advantage**
- Earn a Vanderbilt MBA, the same degree awarded to full-time weekday students.
- Gain the Vanderbilt Executive Edge—a focus on developing the skills needed for those in senior management positions: leadership, strategic skills and vision and advanced financial acumen.
- Surround yourself with distinguished and diverse peers in a cross-functional C-Team—a two-year “executive suite” experience culminating in a Capstone Strategy Project.
- Reap the value of Vanderbilt’s Leadership Development Program (LDP), including a personal executive coach and career services throughout your career.
- Benefit from apply-it-now learning experiences for immediate return on investment and recognition in your job.
- Learn from internationally respected faculty to whom you will have unparalleled access.
- Enhance your global perspective in the classroom and through residency experiences with two tracks: traditional or Americas.
- Participate in an academic schedule that is tailored for working professionals and will accelerate—not interrupt—your career momentum.
- Earn a degree from a prestigious university that connects you to more than 8,000 alumni around the world and opens doors to new positions and opportunities.

Here are just a few things to know about us.
- **Saturdays only.** Vanderbilt was the first ranked Executive MBA program to move to an alternating-Saturday schedule to minimize disruptions to your career—and your life.
- **Twelve.** The average years of work experience of our executive students. (The range is 5 to 30 years.)
- **More than 30%.** The percentage of executive students who commute to Nashville from other cities and states.
- **Program Length.** 21 months.

**TABLE OF CONTENTS**
- Personal Scale ........................................ 2
- Alumni Highlight ..................................... 4
- Two Tracks .............................................. 6
- Why It’s Worth It ....................................... 8
- Executive Edge ....................................... 10
- New Harmony ......................................... 12
- Capstone Experience .............................. 14
- Leadership & Career Enhancement .......... 16
- C-Team .................................................. 18
- Curriculum ............................................. 22
- Year Two: Traditional Track .................. 24
- Two Weeks in the Life: Traditional Track .. 26
- Year Two: Americas Track ...................... 28
- A Day in the Life: Americas Track .......... 30
- Faculty .................................................... 32
- Alumni Network ..................................... 34
- Family & Support .................................... 36
- Return on Investment ............................. 38
- Questions ............................................... 40

owen.vanderbilt.edu/emba
WE’RE SMALL. (WE LIKE IT THAT WAY.)

Small classes? A close-knit, collaborative community? Faculty who know you by name but also happen to do ground-breaking research? Yes. Yes. And yes.

But personal scale is far more than that. It defines who we are and what we do.

It’s the fact that we can offer programs that larger schools simply can’t—a personalized admissions process; a leadership development and career support program customized to you; assistance from the Walker Management Library; highly responsive faculty and staff; team coaches and immersive projects and international trips.
WE’RE ALL ABOUT BUSINESS ON A PERSONAL SCALE.

More than anything, it’s about our heart. It’s about the Owen family and the fact that once you join our family, it’s for life. For two years and beyond, our focus is on you. Your aspirations. Your goals. Your career. Your success.

Don’t get us wrong. We are laser-focused on the same things as other top business schools: attracting great students; providing an exceptional business education; working to get the recognition we deserve in rankings. It’s just that we take it personally and do it in an environment that is competitive but not cutthroat.

Personal scale. The best way to understand our community is to come for a visit and experience it for yourself.
ARE YOU READY TO MAKE A MORE VALUABLE PLAYER?

Sanat Dixit
Vanderbilt Executive MBA 2012
Chief Medical Officer, Octovis
Board Certified Neurosurgeon
THINKING OUTSIDE THE BOX
Neurosurgeon gets new kind of training

When Nashville-based neurosurgeon and small-business owner Sanat Dixit begins talking about his ambitions, you can almost see the globe spinning eagerly between his gesturing hands. Sanat was once just interested in selling medical devices. Now, the physician is engaged in “a project to build and develop specialty hospital services in India.”

Sanat describes his emerging vision as “a whole new way of thinking” and credits his broadened imagination and business savvy to his Vanderbilt education.

“I feel like I’ve been reborn professionally,” Sanat says. Once “a straight-arrow science person,” Sanat has been molded by his colleagues at Vanderbilt into a creative mind who is well versed at thinking “outside the box” and articulating blueprints to those who haven’t yet caught sight of his vision.

“As a surgeon,” he explains, “I am trained to hone in on a particular problem and solve it. Now, I’ve expanded my sphere to look at processes and strategy and innovative ways to deliver things.”

For Sanat, the validation for that new way of thinking came not in Nashville but in India, in a meeting with an attorney helping him set up his venture there. “I expected to talk about the tax liability and legal structure,” he recalls, “but we had a one-hour conversation about value systems, organizational behavior and sources of competitive advantage. It was a distillation of the previous six months of the Executive MBA program!”

This past year, Sanat helped co-found Octovis—a health care IT company geared toward workflow solutions using wearable technology. “We’ve been able to found the company, develop product and onboard our first customer within a four-month time frame. And we’re still growing! That’s the Executive MBA experience in action.”

Read more World Shaper stories at owenworldshapers.com.
Choose Your Program

Before you enroll, our admissions team will help you determine whether the traditional Executive MBA or the Americas MBA for Executives is the best fit for you and your aspirations.

A Shared Year One Experience

Regardless of which option you choose, your first year will start with a week-in-residence at New Harmony. You’ll share the same classes, rigorous core curriculum and leadership development programming that have made the Vanderbilt Executive MBA program so highly regarded for the past 37 years.

The Americas track within the Executive MBA program is designed to equip managers and executives who have (or aspire to) positions of international responsibility with specialized knowledge and insights to handle transnational responsibilities. Offered in partnership with leading business schools in Brazil, Canada and Mexico, the program provides a strong foundation in core management as well as a deep dive into the unique cultures and business practices of these four economies with 10-day in-country immersions.

**AMERICAS**

**I chose the Americas MBA because…**

*Stephen Farrow, Vanderbilt Americas MBA 2014*

Medical Director, Interim Staffing Program, Veterans Health Administration, Certified Physician Executive

Since medical care and administration are rapidly globalizing, I knew that the Americas program would help me prepare well for this new challenge.

*Patti Phan, Vanderbilt Americas MBA 2014*

Senior Commercial Sourcing Manager, Mars Petcare

I chose the Americas program because Mars is transitioning itself as a premier global food company. Many global work streams are taking place, including global sourcing and I thought it would be a great opportunity to learn and understand how to collaborate and work not only across different Mars functions and brands, but also different countries.

Here’s how it works.
Like other world-class programs, the traditional Vanderbilt Executive MBA will give you a measure of understanding of global business that is essential today. But for those who want an even deeper, richer global perspective, we created the Americas MBA for Executives.

TRADITIONAL

The traditional track within the Executive MBA is a program proven to help accomplished managers, physicians, engineers and business owners develop the advanced management, strategic vision and leadership skills essential to achieving full executive potential. It offers solid global perspective, necessary for businesses in today’s marketplace, and is ideal for those moving into leadership roles responsible for strategic direction. With classes every other weekend for 21 months, Executive MBA graduates realize immediate ROI, with the ability to apply the best-practice knowledge learned on Saturday to their jobs on Monday.

I chose the traditional Executive MBA because…

The Vanderbilt Executive MBA allowed me to work with others with my level of experience from whom I could learn. The alternating Saturday class schedule was also conducive to travel.

Ashley Case
Vanderbilt Executive MBA 2016
Senior Director, Compensation, Asurion

I have a lot of work experience and wanted a program that could deliver a business education with professors who have experienced the success and failures of the real world. My undergrad degree is in Business Management and I had learned a great deal about management philosophies. I needed to supplement my current knowledge of business with a formal education heavy in quantitative analysis and strategy.

Joseph Plowman, Vanderbilt Executive MBA 2014
Director, Board Member at Mission Linen Supply
CEO, Arivel

3.
Diverge for Specialized Year Two Curriculum

During the second year, both tracks emphasize business strategy and feature a yearlong Capstone Strategy Project. While traditional Executive MBA students continue with the alternating Saturday schedule from Year One, Americas MBA students become part of a traveling classroom taught by expert faculty at highly ranked business schools in the Western Hemisphere’s largest economies.

4.
Gather to Celebrate Your Accomplishment

Either program will lead you to the same end: a Vanderbilt MBA that is respected around the world.
WE UNDERSTAND.

Here’s why our alumni say it was worth it to pursue a Vanderbilt MBA.

Like all of life’s major decisions, going back to school requires careful consideration. As you weigh your choices, we thought you might like to know how some of our alumni came to their own decisions—and why they’re glad they made the commitment.
Networking has substantially broadened my career options by granting me access to people in positions to MENTOR me and make great introductions.

Justin Calhoun  
Vanderbilt Executive MBA 2009  
Founder, FrontierMetrix

Very simple: I ASK MORE questions to not only understand a problem, but to understand the other person’s view of that problem. These questions get at the heart of an issue and help me better tackle it.

Matt Nemeth  
Vanderbilt Executive MBA 2015  
District Sales Manager, Johnson Electric

I am more confident than I was before; my skill set is broader and more transferable. I am more willing to take the lead and am less likely to assume that someone is out there who is more qualified to step forward and lead. I have GREATER CREDIBILITY with our committee and board members because I am able to make the business case for decisions in the language they use. My time management and delegation skills have also improved—as a result of necessity.

Stephanie Barger  
Vanderbilt Executive MBA 2015  
Vice President of Strategy and Operations, Monroe Harding, Inc.

I more than doubled my salary for one. And I am definitely on an executive track now. Going through the program while enduring extreme personal pressure cemented my belief that I can DO ANYTHING I set my mind to doing.

Greer Allison  
Vanderbilt Executive MBA 2013  
Special Projects Director, State of Tennessee Dept. of Revenue

I am in a totally new industry now in a position with VISIBILITY into the CEO spot, which is not something I felt I had before I attended Vanderbilt.

Jeff Williams  
Vanderbilt Executive MBA 2011  
Chief Financial Officer and Secretary, Tri Star Energy, LLC

I’ve been promoted once and am about to be promoted a second time in less than a year and a half after receiving my MBA. The MBA seems to always put me in FRONT OF THE LINE for interviews.

Ed Stinnett  
Vanderbilt Executive MBA 2014  
Principal Engineer, Tennessee Valley Authority
BUSINESS TO A HIGHER DEGREE.

The Vanderbilt EXECUTIVE EDGE

Leadership Development — The leap from manager to leader requires depth in self-awareness, organizational awareness, strategic alignment to corporate strategy and skills in negotiation and influencing teams. The quality and depth of support that Vanderbilt business students receive are typically reserved for high-level executives and reflect the latest thinking and best practices used by top organizations.

Strategic Skills and Vision — Building upon sophisticated financial frameworks, the program embeds strategic theory and case studies in both first- and second-year curriculum. A hallmark of the program is a yearlong Capstone Strategy Project that takes place throughout the second year of study and features a team-based consulting project with a client company.

Advanced Financial Frameworks — The program builds on the quantitative MBA foundation with a thorough overlay of advanced financial frameworks including valuation, globalization and foreign exchange exposures—all of which are critical for truly understanding strategic choices and risk.

Management Fundamentals — The core curriculum—the same used in the Vanderbilt weekday program—lays the foundation in quantitative and soft skills including statistics, economics, finance, accounting, operations, marketing and organizational management.

All Executive MBA programs offer management fundamentals. The Vanderbilt Executive MBA adds the essential layers that help you reach your full potential as an executive (and your full value to your organization).
Make an impact in your organization with beyond-the-classroom learning opportunities.

The Vanderbilt program offers a number of apply-it-now experiences designed to widen your perspective and build on the knowledge you gain.

Over the course of two years, you will...

- Complete a business project as part of a yearlong year 2 sequence. Your team will work with a company of your choosing to create a comprehensive strategic plan for the organization or an international client with a global problem to solve.

- Work with your team to apply classroom learning to real problems facing one of your employers. For example, you might seek to revise an incentive plan that inadvertently leads to undesired behaviors (Managerial Economics); redesign a supply chain process (Operations); or build a new spreadsheet model that provides better information for management decisions (Managerial Accounting).

- Develop a new venture business plan from scratch that you prepare and present to real venture capitalists who will judge your final presentations for quality and viability in the market.
The Executive MBA week-in-residence is a wonderful jumping-off point for the two-year journey at Vanderbilt. Through this full-immersion experience we became acclimated with the program, bonded with our C-Teams, remembered how to be students and even perfected our karaoke skills.

Abby Shue
Vanderbilt Executive MBA 2016
Director of Corporate Relations, Fund for the Arts
Year One: See the Difference Day One

Each year, the incoming Executive MBA class begins its Vanderbilt experience with an intensive one-week residency at a historic retreat in New Harmony, Indiana.

But don’t let the serene name fool you. In this intimate, bucolic setting, you will receive an intensive and rigorous immersion into the Executive MBA curriculum and Leadership Development Program. You’ll also begin working with your colleagues in a cross-functional “C-Team”—the group you’ll work with throughout your time in the program.

Most important, the week-in-residence provides time away from the daily demands of your professional and personal lives, giving you ample opportunity to acclimate to your new role as “student” and begin forming the bonds with peers and others in the Vanderbilt community that will last a lifetime.

Your first year jump-starts in New Harmony, building a strong core foundation in management essentials, advanced quantitative skills and new perspectives on leadership. You’ll quickly notice the difference your new knowledge is making each week in your daily work—and how you’re able to apply that knowledge to solve problems, handle new challenges and gain a perspective on existing ones.
For Americas MBA graduate, Jon Haworth, the Capstone Project experience came with a certain amount of pressure. His client on the project, Brian Gleason, is not only a Vanderbilt Executive MBA graduate (class of 1997), but also his boss. Gleason is the President and CEO of Des-Case, a manufacturing company specializing in contamination control products for industrial lubricants. With a robust 25% annual revenue growth rate and a rapidly expanding international market presence, Des-Case was eying its next major market expansion options. When it came time to develop a market fulfillment strategy for Latin America, he came to Owen and the inaugural Americas MBA cohort for help. Having Haworth, the Vice President of Product Innovation and Plant Operations, bring the expertise of his Americas C-Team to bear on both the strategy and detailed implementation plan gave Des-Case the opportunity to enter the market quickly. The C-Team brought not only specific knowledge of the South American countries that Des-Case was considering, but also a cultural sensitivity to unspoken barriers that can come only from a truly multicultural team working together. The team made recommendations for a strategy and time line to build their first South American facility that Des-Case will use over the coming years.
When 2011 graduate Jeff Williams, CFO of Tri Star Energy, started to work with an Executive MBA C-Team, he was looking for help in confirming the organization’s existing plans, financial models and valuation. As he says, “I was a financial guy, I was a Vanderbilt alum and I understood what they were going through. I expected them to struggle understanding our business and they definitely did, but they overcame the obstacles by asking tons of good questions and by putting in the time needed to understand what we did and how to maximize value.” And the results? “We were forced to look at our organization in the mirror and see where we needed to invest our time and energy in order to increase our enterprise value. The recommendations they made were totally contrary to where we were headed at the time, but our management team and our Board have both realized that the C-team was right and we need to do a bit of a strategic pivot, which we are now in the process of doing. It was definitely a value-added experience...” So much of a value that Jeff ended up hiring one of the team members to lead the financial planning and analysis group at Tri Star after graduation!
As you enhance your career, every step of the

Vanderbilt’s Leadership Development Program (LDP) gives you ample practice as both leader and team member. And we also have career services so you can achieve your career goals.

Our LDP allows you to assess and refine your leadership capabilities that will support your career enhancement. It is individualized to you and includes industry tools and assessments used by Fortune 500 CEOs to master strengths and minimize derailers.
we’re with you every step of the way.

Hone your personal brand and get noticed.

Connect with personal and team mentors.

Develop global alumni relationships.

Leverage alumni network for lifelong career support.

### CAREER ENHANCEMENT

**START THE NEXT CHAPTER**

(Spring Year Two)

Learn how to present and sell yourself by refining your personal brand. Develop interview skills and take advantage of career and leadership coaching as you look toward the future and raise your hand for the next challenge.

### AFTER GRADUATION

**CONTINUED SUPPORT**

(After Graduation)

Students who have participated fully in LDP have continued access to coaching and tools as they take the next step forward in their careers. And you maintain a lifetime of career assistance. Our Alumni Career Services team will help you through transitions and provide you with tools to enhance and navigate your career.
Since most successful executives tackle problems in teams, we’ve always believed business students should too. That’s why here, like nowhere else, you’ll complete much of your work as part of a cross-functional “C-Team” of peers.

We carefully design these teams to emulate a “C-Suite” of executives, including a complementary balance of backgrounds and expertise, so you’ll have people on your team representing the various roles you’d find in a typical organization.

As a result, you’ll widen the lens through which you see problems (just as top executives must do). And chances are, as our graduates often say, you’ll learn as much from your C-Team as from your professor in the class.
How we support a team:
Your C-Team is never completely on its own. During the two years in the program, your team will receive support from our faculty and program staff. Support includes coaching on team dynamics and the progress of your work together, checkpoints to ensure you’re on track and guidance for projects that serve as a real-world learning laboratory. What help do you need? Just ask.

Being in my C-Team has had a profound impact on my Executive MBA experience. I have gained a tremendous amount of insight regarding my strengths and weaknesses as well as my leadership style. Working in my team and with our executive group coach has taught me how to deliver a great work product when working with a group of people who don’t know you well enough to give you the benefit of the doubt.

A-TEAM SUPPORT FOR YOUR C-TEAM

Kristen Hentrel
Vanderbilt Executive MBA 2013
Consultant, C3 Consulting

The C-Team approach throughout the program forces you to trust each other, encourage the best product from each individual and ultimately make decisions based on the input of each member of the group. This skill set has been invaluable to my approach post graduation.

Jonathan Connor
Executive MBA | 2014
AVP, Strategy and Development
at HCA/Sarah Cannon

Just one example of a diverse C-Team:

Jennifer Hill, Manager Process Control Engineering and MBST Director of Community Outreach, Nissan Motor Corporation

Braden Vague, Commercial Ethanol Analyst, Delek US Holdings

Kelly Snyder, Executive Director (interim) GPT Quality Systems, DCI Donor Services

Steve Brophy, Vice President of Government Affairs, Dollar General

Miles Cathey, Senior Program Manager, Data Warehouse, Vanderbilt University
WHO COMPRISSES A VANDERBILT C-TEAM?

Each C-Team is made up of 4-5 individuals who bring a diverse set of skills and experience to share. The diversity comes not only in job function and industry, but in age, gender, or ethnicity as well. It’s those unique differences in backgrounds and life experiences that create the ideal opportunity to maximize the learning experience. Intended to simulate a real-world corporate C-Suite team, the Executive MBA C-Team becomes a supported “learning lab” in which members can draw on the expertise of the team while stretching to reach their own leadership potential. It’s the reason our alums often say they learn as much from their peers as their world-class faculty.
I literally could not have picked a better C-Team to work with. Part of the reason I was interested in an Executive MBA was the opportunity to learn from my classmates who have experience in different industries and fields. My team comes from finance, operations, legal, and military backgrounds. We collaborate very well together and we are all driven to be the best team in the program. We’re probably the most competitive group in our class, which drives us to deliver the best products for each class. Ultimately, my C-Team has made me a better student and a better business leader.

Chris Atkins, Vanderbilt Executive MBA 2014
Operations Manager, Amazon
Curriculum at a Glance

Shared Year One, Divergent Year Two

If you’re simply looking to check the “MBA” box on your career accomplishment list, Vanderbilt may not be the school that’s best for you. But if you want a world-class MBA with a rigorous curriculum—and that pays lasting, world-class dividends to match—you’ve come to the right place.

Year One: Executive MBA & Americas MBA for Executives

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<tr>
<th>Fall</th>
<th>Spring</th>
<th>Summer</th>
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<tbody>
<tr>
<td>Leadership (1)</td>
<td>Team Dynamics (1)</td>
<td>Marketing Management (4)</td>
</tr>
<tr>
<td>Financial Accounting (4)</td>
<td>Managerial Accounting (2)</td>
<td>Macroeconomics (2)</td>
</tr>
<tr>
<td>Managerial Economics (4)</td>
<td>Managerial Finance (2)</td>
<td></td>
</tr>
<tr>
<td>Managerial Statistics (4)</td>
<td>Corporate Valuation (2)</td>
<td></td>
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<tr>
<td>Winter Break</td>
<td>Spring Break</td>
<td>Summer Break</td>
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Executive MBA Program Schedule

<table>
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<tr>
<th>Every Other Saturday</th>
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<tbody>
<tr>
<td>7:00 AM - 7:50 AM</td>
<td>Continental Breakfast at Owen</td>
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<tr>
<td>7:50 AM - 9:20 AM</td>
<td>Class</td>
</tr>
<tr>
<td>9:30 AM - 11:00 AM</td>
<td>Class</td>
</tr>
<tr>
<td>11:00 AM - 11:50 AM</td>
<td>Lunch at Owen</td>
</tr>
<tr>
<td>11:50 AM - 1:20 PM</td>
<td>Class</td>
</tr>
<tr>
<td>1:30 PM - 3:00 PM</td>
<td>Class</td>
</tr>
<tr>
<td>3:00 PM - 3:20 PM</td>
<td>Snack Break</td>
</tr>
<tr>
<td>3:20 PM - 4:50 PM</td>
<td>Class</td>
</tr>
<tr>
<td>5:00 PM - 6:30 PM</td>
<td>Class</td>
</tr>
</tbody>
</table>

Jonathan Osborne
Vanderbilt Executive MBA 2012
Senior Product Manager, Emerson Electric

I wanted to fundamentally understand the conversations that were taking place around me every day by my management. I had good instincts in business but I wasn’t able to communicate effectively across all departments in a quantitative manner.

Kimberly Barboza
Vanderbilt Executive MBA 2015
Senior Manager, Urban Science

I joined the Executive MBA program seeking to be exposed to new experiences, gain knowledge at an accelerated pace, study with seasoned professionals and experience extreme personal and professional growth. Earning an MBA at Vanderbilt afforded me all of these opportunities.
The most important skill I have learned is being able to intuitively combine strategy and operations with financial decision making.

Curriculum and course information are updated annually and are subject to change.
Building on a Strong Foundation

Year Two of our program picks up where many Executive MBA programs leave off. The curriculum will emphasize strategic aspects of building and managing an organization in a competitive global environment, integrating functional areas to optimize company performance. You’ll take a deeper dive into some critical functions of successful organizations including strategic alignment of human capital, negotiation and advanced marketing topics—all courses that will support and prepare you for your yearlong Capstone Strategy Projects.

The Capstone Experiences

The Capstone Strategy Project is a total immersion experience in which you integrate all of the tools and concepts from prior courses to build a strategic plan for a real client company chosen by the C-Team. Participating companies recognize the value of the consulting provided by experienced executive students, with most implementing all or parts of the recommendation.

The second year also introduces Creating and Launching the Venture, the opportunity to develop a business plan for a start-up or an expansion into new areas, where you will become comfortable writing a business plan from scratch and presenting your ideas to venture capital firms for financing.

Global Experience

In addition to the Capstone Strategy sequence, the second year students immerse themselves in global business outside the United States. The week-long International Residency is an integral and final part of the Global Enterprise Sequence and ensures that classroom discussions and theory are brought to life in an effective and compelling manner.

Typically, the International Residency consists of visits to ten corporations in one or two host countries; these may be satellite offices of companies that are headquartered in the U.S., or local, regional or international companies that are based in these countries. Regardless of city or country, the purpose of these corporate visits is to understand and discuss with local executives the differences and complexities inherent in doing business in the global marketplace, including such things as staffing, financial, legal and political structures, economics, social customs and career issues for expats. Recent countries visited include Korea, China, Brazil and India.

11,996

The number of miles traveled by the Executive MBA class of 2015 for its international residency in Shanghai & Seoul. A significant part of Vanderbilt’s Executive MBA curriculum focuses on international issues, helping you gain a global perspective that’s critical in today’s business world.
Twelve years ago, Adam Shumake began working as an engineer at Nissan’s manufacturing plant in Smyrna, Tennessee. Though he received a promotion in 2009, he realized he needed to improve his financial acumen to advance further. “I couldn’t read a balance sheet,” he says.

Within months of starting the program, Adam’s newly acquired ability to analyze a contribution margin provided a breakthrough to a multi-million-dollar negotiation. Not long after that, Adam was promoted to Senior Manager in the Renault-Nissan Purchasing Division, leading two teams (including one in Mexico) with a total of 17 buyers and managers who are responsible for sourcing fuel and exhaust components.

Adam agreed to share with us a sample of his experience from the two weeks between Saturday class sessions.

**Sunday**
Church with my family. After lunch, everyone but me enjoys a great nap. I review the assignments due for the next class, download all the PDFs to Evernote so I can read from my iPad during any downtime in the week and focus on knocking out a problem set, quiz or case reading. If it’s a light week, I’ll work on a case until about 11:00 pm.

**Monday**
I’ll visit with my 8- and 6-year-olds during breakfast before leaving for work by 6:45 AM. During my commute, I’ll make a mental to-do list so I hit the ground running in the office. My days are full of costs, quality and delivery topics that let me constantly apply concepts I’ve learned from Vanderbilt.

**Tuesday**
I try to schedule meetings a bit later on these mornings so I can alternate driving my kids to school. I’ll read a case during lunch, follow up on an open email thread with my C-Team, or check out an article someone else has shared. I’ll be home by 5:00 PM and have an evening call with Japan around 8:30 PM before working on school again.

**Wednesday**
Work, then I’ll finish my team deliverable for Thursday night’s C-Team meeting and go to bed.

**Thursday**
My most productive day; I’ll be at work by 7:00 AM and on campus at Vanderbilt by 6:30 PM for a team meeting that lasts two to four hours, depending on the week’s assignments. You’d think, with such a long day, that I’d dread it, but I look forward to it all day. We’ll text jabs back and forth deciding who will bring what food that night. Some of our best nights have involved surprising each other with something extra to celebrate a birthday, promotion or accomplishment. Our night of indoor go-kart racing was definitely a highlight!

**Friday**
I focus on ending the workweek strong and set aside that night strictly for family.

---

Adam Shumake, Vanderbilt Executive MBA 2015
Sr. Manager, Purchasing, Nissan North America

“If you’re going to give up two years of your life for something, let it be Vanderbilt.”
Saturday
We use non-school Saturdays to give our family the breathing room we need to connect with each other: soccer games, gymnastics clinics, cookouts, visiting a park. If the day happens to be quiet, I’ll read ahead on an additional case or assigned chapter.

Monday
On campus at 6:30 PM after work for our follow-up, face-to-face C-Team meeting. We strive to have our assignments 95% completed by tonight so we have a smooth path toward class and can polish any group work or complete individual assignments. If we need to meet to have more of a discussion than produce a work product, instead of at Vanderbilt you’ll find us enjoying the latest in Nashville taste at The Farm House.

Tuesday - Friday
I try to be a regular husband and father on Tuesday and Wednesday, then spend extra time Thursday and Friday nights just before class finishing my assignments. When I started the program, I thought I’d be most productive by engaging one or two hours every night, but life seems to demand more flexibility than that, so I’ve learned to dig in intensely on a few key evenings.

Saturday
Up at 6:00 AM so I can drive the 40 minutes from my home in Murfreesboro to campus in time to get an easy parking spot and enjoy breakfast with my classmates.

Once a month, I travel to Toluca, Mexico, during the weekend between classes, to work with my team there. I fly down on Monday and back on Friday. During those weeks, I work on school assignments from my hotel room; it’s a quiet place to go deep into topics like private equity and venture capital.

This may be the busiest time of my life, but even if I had 100 chances to do it differently, I would never change my mind about joining the Vanderbilt community.
If you pursue the specialized Americas MBA for Executives, during your second year you’ll be part of an international cohort of no more than 60 executives—up to 15 students from each of the four prestigious business schools in the Americas Alliance.

Instead of meeting every other Saturday as in Year One, you’ll be part of a “traveling classroom” throughout Year Two—with 10-day immersions in Brazil, Canada, Mexico and the United States. You’ll be put on new C-Teams with representatives from each of our partner schools. The curriculum is uniquely relevant to each country; you’ll learn from the exceptional faculty of our partner schools who know these countries best. Meanwhile, a member of the Vanderbilt faculty will oversee your group Capstone Strategy Project, in which you will work with a multinational company to help solve specific business challenges in the Americas.

Throughout the immersion experiences, you’ll learn firsthand the culture, business practices and consumer perceptions and behaviors of these four nations and economies. And you’ll do it among peers from those countries whose own insights and experience will be invaluable throughout your career.

“In addition to a Vanderbilt MBA, Americas MBA graduates receive a certificate jointly issued by the four Americas Alliance schools.”

Chadwick Conn, Vanderbilt Americas MBA 2015
Vice President of Operations, Eco-Energy, Inc.
**Canada**

*Simon Fraser University*

Beedie is home to Canada’s first Executive MBA program and is a Canadian leader in global business teaching and research. Simon Fraser has been ranked as Canada’s top comprehensive university.

**United States**

*Vanderbilt University*

Globally recognized as one of the top Executive MBA programs, Vanderbilt is renowned for its strategy and leadership curriculum. Owen is part of Vanderbilt University, one of the world’s premier research institutions, which includes top schools in Medicine, Law, Engineering, Education and Divinity.

**Mexico**

*Instituto Tecnológico Autónomo de México (ITAM)*

ITAM is one of Mexico’s preeminent institutions of higher learning and the best private university in Mexico, according to *El Universal*. ITAM was also named best business school in Latin America by *America Economia*.

**Brazil**

*Fundação Instituto de Administração (FIA)*

FIA has been named the “most innovative business school in South America” by *European CEO* magazine and is the only fully Brazilian Executive MBA ranked among the best in the world by the *Financial Times*. 
Early morning:
Some of us meet for breakfast at our hotel, where a bus picks us up and takes us to school. Even breakfast involves cultural learning. You can’t find takeout coffee shops. Brazilians slow down and have coffee in a mug.

Morning:
We start in the classroom with a lecture about the Brazilian political situation. This is part of my second-year microeconomics class, with an emphasis on Brazilian business culture. (In Mexico, the focus was on family businesses, which are big, both there and in Brazil.)

Afternoon:
Classroom instruction is usually all day. As part of our learning about microeconomics, there is a lot of emphasis on Carnaval. Brazil is also getting ready for the World Cup and the whole place is abuzz about these events which are both huge from a business perspective. We also learn how integral they are to the culture and the life of the people. I start to appreciate how important soccer is to Brazil’s identity.

Evening:
We usually experience a local restaurant together—a lot of wonderful meat dishes. A very popular lemon-based drink we love is called caipirinhas. Most business in Brazil happens over these drinks!

The next night, our team’s Brazilian member, Fabio, has us to his home for dinner. Another evening, we visit a big dance hall where people are preparing for Carnaval.
Few students know about the challenges of balancing work, life and school like Jess McCarthy, an executive in customer marketing for Mars Petcare. When she started in the Americas MBA program, her husband was deployed in Afghanistan. Around 9 pm each night, after her young children went to bed, she sat down with her homework.

In Year Two (by that time, her husband was home), the opportunity to work with international C-teams reminded Jess of why she chose the Americas MBA. “Home for me is where the Army takes us, but I can still be a productive member of the business world. I wanted to understand better ways to work remotely. Your team is spread across different countries, and you work with them every week, not just during the immersions. We tried to meet every Wednesday or Sunday, using Skype or GoToMeeting.”

When Jess’ team was formed during the first immersion, in Vancouver, she was the only American in a group that included two colleagues from Canada and one each from Mexico and Brazil. Their yearlong strategy project assignment: help an international company that makes packaging for food goods, discern the best market opportunities in various countries.

What was an international immersion like? While each country and culture was unique, the program format in each place was similar, Jess says. Here’s how she describes the typical routine in São Paulo, Brazil.

parades. Men, women and children dress in these amazing costumes and practice their dance routines. The whole community gets involved. It’s really fun for them, but also business.

**Night:**
Since we have deliverables due in the morning, after dinner, we work as a team. Several times during the week we meet with Jeff, our group adviser.

Each team is paired with local people to give us fresh insights into the culture and business challenges as we work on our strategy project. One local, a teenager, gives us insights into how Brazil’s socioeconomic structure affects the packaging of beverages. The biggest problem for his peers, he tells us, is that most of them can’t afford to buy a soda. So we look at cheaper packaging to bring costs down.

**Later:**
Try to get some rest for the next day. In addition to the classroom work, we have a considerable amount of reading. Some people stay up to experience more of the city, and some stay a few extra days at the end of our immersion.

It is a very busy 10 days. But it never feels like a business trip where you don’t get to enjoy the destination. It is exciting.
All world-class business schools have great professors. Ours will know you by name.
Our faculty have a worldwide reputation for their research and scholarship. They are renowned as classroom teachers. But what students often say they appreciate most about our faculty are the relationships they build with them. When you have questions or need guidance, their doors are open.

And that relationship doesn’t end when you leave here. Even years after they graduate, it’s not uncommon for Executive MBAs to call a professor for help or advice.

“Many of my best friends are former students and they stay in touch long after they graduate. Or sometimes they will contact me years later to say they have used one of the methods we studied to make a huge discovery or to save their firm millions.”

Professor Bruce Cooil
Faculty Director

**9 to 1**

Approximate number of students to faculty.
The program is small by design, allowing faculty to know each of their students personally.

An open door.

What you’ll find when you seek one-on-one time with one of Vanderbilt’s renowned faculty members—world-class researchers, practitioners and business professionals—academic stars who will know you by name.

The number of part-time or undergraduate students who compete with students for resources, career services or professors’ time. The emphasis at Owen is on full-time graduate programs. (Zero is also the number of MBA classes in which a teaching assistant serves as instructor.)

Professor Bill Christie, Executive MBA Faculty Director, Professor of Finance

Professor Christie serves as the faculty director for the Executive MBA program and teaches the core finance course within the Americas and Executive MBA programs. By studying the operations of the major financial markets in the mid-1990s, Bill Christie, along with Professor Paul Schultz of Notre Dame, concluded that Nasdaq market makers were implicitly colluding to maintain artificially high trading profits at the expense of investors. His research subsequently resulted in a sweeping reform of the Nasdaq market, the introduction of the SEC Order Handling Rules, and a $1.027 billion settlement against the defendants.
We can’t claim our network of high-achieving alumni is bigger than those of many top business schools. Instead, we believe they’re something much better than big. They’re active members of the Vanderbilt Business community who will be personal, and personable, parts of your experience here. (Why? Because they benefitted from alumni engagement while they were students at Owen.)

Our alums routinely go out of their way to help you. They make introductions. Serve as mentors (and friends). And when students have questions, they’re ready with answers and advice that are just a phone call or email away.

Kristen Hentrel

After joining Transnetyx as a scientist who designs genetic tests, Kristen Hentrel quickly came to appreciate one of the realities of being part of a fast-growing startup in the biotech field. “You have the ability to learn about every aspect of the business,” she says—and she realized that her true interest was management, not science. During her two years in the Executive MBA program, Kristen learned, among other skills, how to take an idea, explain its underlying strategic value; estimate the costs, resources and time required to see a return on investment; and assess the potential customer impact. Those new skills, in turn, led to a promotion. And then to the next step in her career progression, exciting work as a consultant to businesses at C3 Consulting.

Kristen Hentrel
Vanderbilt Executive MBA 2013
Consultant, C3 Consulting
Put a world of executive talent on your team.
When you earn an MBA at Vanderbilt, you’re not just part of a world-class program. You become part of a worldwide network of Vanderbilt Business alumni. And, as others before you have found, you can easily tap into the depth, diversity and expertise of the entire network, not just now but for the rest of your career.
Your family is part of our family.

Your whole family will be affected by your decision to pursue this career move. So we make a point of involving and welcoming them from the get-go—starting with an invitation to spouses and partners to attend our initial information sessions.

Once you enroll, your family becomes part of ours. Families come for cookouts, Vanderbilt football games and special family days. In these ways and many others, we help build a sense of community. That’s part of what we mean when we say we take business personally.

“"It meant so much to us that the program was welcoming to our whole family.”

David Stockbower
Vanderbilt Executive MBA 2011

A quote from the Vanderbilt Executive MBA Staff:

“We want our students to be successful. We want to know if there is anything that is keeping them from being successful and if we can help, we will.”

Macie Smitherman
Director of Operations, Executive MBA

We cater to your needs. Literally.

In our Executive Lounge, set aside exclusively as a home away from home for executive students, you’ll find a business center, quiet study area, fresh coffee, soft drinks, M&Ms and other treats.


Five of the major markets that are within a quick, direct flight. Many others are only a short three-hour drive away. Nashville is a great city that offers easy access to many locations in and out of Tennessee.
About Vanderbilt and Owen Graduate School of Management

In 1969, the Vanderbilt Owen Graduate School of Management opened its doors to 10 students and 10 faculty members in a former funeral home. Today, Owen is one of the world’s top business schools and is widely recognized for its challenging academics, stimulating and innovative research environment, a strong student/faculty ratio and a spirit of teamwork. The Vanderbilt Executive MBA program was launched in 1978.

Old Mechanical
Executive Programs are housed in Old Mechanical, one of the original buildings on the Vanderbilt campus. This building has been updated several times over the years with a significant remodel in 2008. Designed with feedback and funding from Executive MBA students and alumni, this space combines the unique historical character of a circa 1888 brick building with classrooms boasting contemporary, flexible seating and state-of-the-art technology. The Executive Lounge bundles together a business center, study area and catering kitchen, providing a home away from home for executive students.

World-class management library
The Walker Management Library offers resources and personal service that are unmatched at most top-tier business schools. Each C-Team is assigned a research librarian who will guide members to the right databases and assets for any given assignment; these services can be accessed on campus or over the Internet from remote locations. In addition to space in the Executive Lounge, the library offers 21 study rooms for team meetings, equipped with wireless Internet access and ample work tables and seating.

Course work and collaboration technologies
Executive MBA students use “Blackboard,” a best-of-class learning system used by Vanderbilt and other prestigious universities. While this will be a primary tool for online assignments and faculty communication, there are many other tools such as Skype and Panopto available to faculty and teams to collaborate and present important information.
Immediate and sustainable
For you.

Learn it Saturday. Use it Monday.
Built into our core curriculum are apply-it-now experiences that reinforce the new knowledge you gain by putting it to work right away. As a result, you (and your employer) begin to enjoy an immediate return on your MBA investment. In fact, it’s not unusual for students to earn promotions, with greater responsibilities and higher salaries, while they’re still in the program.

Meanwhile, the knowledge you gain and peer network you build will serve you throughout your career. And after you graduate, your company can be among those that a future C-Team serves for its Capstone Strategy Project, extending your ROI even further.

ROI for you.

Organizational credibility
Vanderbilt Executive MBA students find that they earn higher standing in the workplace, resulting in frequent invitations to contribute to organizational initiatives in new, meaningful ways.

Recognition by those at the top
The program is designed to give all students—even those who are not sponsored—stretch assignments that will catch the attention of the executive team and benefit the company in new ways. And successes from the Capstone Strategy Project will encourage dialogue with executives at work.

Career and salary growth
Even during a slow economic recovery, only one year into the program 26 percent of our graduates in the Executive MBA Class of 2014 reported a salary increase, well above the standard cost-of-living adjustment for their companies. And even more impressive, 58 percent of the class acquired greater budget or management responsibility or a promotion before graduation.

Self-awareness and confidence
Graduates cite dramatic improvements in their time management skills as well as their self-confidence and the knowledge that they have the capabilities to set and achieve aggressive personal and organizational goals.

Jeff Williams
Vanderbilt Executive MBA 2011
Chief Financial Officer,
TriStar Energy, LLC

The Vanderbilt Executive MBA program is hugely relevant. I experienced tremendous returns for my company, even after only one semester at Owen. I have decided that the program is not expensive, but engaging in business without it is.

Rahul Mehta
Vanderbilt Americas MBA 2013
Business Development Manager,
Schneider Electric, Singapore

The program prepared me to transfer to new functions by broadening my skills in areas where I had gaps and broadening my perspective in areas. I also built confidence that I could take on tough, new challenges and succeed. The Americas MBA was a good investment for my company and a great one for me.

ROI for your organization.

Immediate solutions to pressing issues
From Day One, Vanderbilt Executive MBA students are able and encouraged to apply classroom and project learning to real-time issues and opportunities at the office. Along with their own insights, they bring to their offices the best practices of their accomplished peers and distinguished Vanderbilt faculty.

An increase in the bottom line
Critical theories coupled with practical and provocative discussions prompt students to question “business as usual.” This questioning—when focused on a company’s cost structure, sales and marketing strategies and manufacturing processes—often results in million-dollar benefits to the bottom line.

Greater bench strength
Vanderbilt Executive MBA students offer employers new ideas and perspectives, new talents and vast resources in the way of access to Vanderbilt faculty, a strong alumni base and the databases and support services of a world-class business library.

Long-term loyalty of prized employees
Studies have shown that graduates of the Vanderbilt MBA program for executives remain loyal to their current employers, regardless of level of sponsorship. If not through tuition, companies tend to reward these employees—who produce valuable work and insight—at a level that motivates loyalty.
I returned to school for three main reasons. The first is that I have always wanted to go back and get my MBA. My family has always valued education. I have looked into going back several times but I kept moving! The second is that, from an HR Business Partner perspective, I am able to add additional value beyond HR to the organizations I support. Finally, my MBA makes me more marketable within my current organization and externally.

Courtney’s company agreed. One year into the program, senior management promoted her from Director of Human Resources to Vice President of Human Resources.
Am I ready?
- Can I dedicate 15-20 study hours each week outside of class and my personal and professional responsibilities?
- Can I complete community leadership obligations and remove myself temporarily from commitments to make time for the Executive MBA program?
- Am I willing to dedicate two Saturdays per month for 21 months to this intense educational commitment?

Is my employer ready?
- Can I arrange time away from the office (one week-long residency in fall first year, four days in fall second year, and another week in the final spring semester of the program)?
- Is my employer receptive to my new ideas so that my new MBA skills and solutions have a chance of gaining implementation?
- Is my employer willing to offer financial sponsorship? (The majority of Vanderbilt Executive MBA students are partially self-funded.)

Is my family ready?
- Is my support system (spouse, partner, children) prepared for my individual and group study commitments outside of the classroom?
- Is my family committed to participating in family events at Vanderbilt and connecting with my C-Team’s families?

**We take business personally:**

We know that, in the end, your questions and concerns are as unique as you are. So our admissions staff is available to sit down with you for a personal consultation. We’ll help answer your questions and help you assess whether the timing is right for you to apply. Visit www.owen.vanderbilt.edu/mba today to schedule your personal consultation via phone or in person.

And here are some of the questions you should be asking yourself: (before you apply...)

The decision to go back to school as a working professional is complicated. These are just some of the questions you may be asking yourself:

Is this the right time in my career? Do I have the kind of work experience that is a good fit for the cohort? Is the Americas track or the Traditional track the best fit for my career goals? What is the work load like for someone with my academic background? How will this affect my family? What is the admissions committee looking for in candidates? What is involved in the interview process?

**YOU HAVE QUESTIONS?**

**WE UNDERSTAND AND**
Why Take the GMAT?
Not all Executive MBA programs will require you to take the GMAT. At Vanderbilt, it is an important tool—for us and for you. Our faculty need to know that you have the skills to get through the rigorous quantitative curriculum (including six credit hours of finance). And you want to know that each of your classmates has been held to the same high academic standard. Because you will rely on your C-Team for much of your school work, requiring the GMAT is one of the ways we ensure that you’re surrounded by colleagues whose caliber, both professionally and academically, will help you gain the most from your experience here.

A quote from the Vanderbilt Executive MBA Staff:

“One of my favorite things about the Executive MBA program is getting to know the students as they work through the decision-making process. It is such an interesting and diverse group of people, each with a strong commitment to furthering their education. I am here to help each student decide if this program will help them achieve their goals and then walk them through the admissions process.”

Sarah Fairbank
Director of Admissions, Vanderbilt Executive MBA

Average GMAT score for Vanderbilt Executive MBA students

600
We’re building a new type of business leader.

We take business personally.

We work harder than most, and like it that way.

We solve problems collaboratively.