

INCREASED CONFIDENCE

Call it faith in oneself, or faith in the possible. What it means is that if you have a vision of what success looks like, success is easier to attain.

Laubacher, an engineer, saw life from a refreshed perspective after EMBA training. "I am an engineer, and I need proof before I jump. You don't get proof before you jump," he adds. Inside the program, he discovered that success was possible without proof. "I learned key business principals that I never would have known -- the whole idea of specialization. Once I heard these, I thought, 'I can do this. We have a niche in this market. We have a pool of potential.' "

His company, Soliance Services, provides engineering, validation and technical support services to the FDA-regulated life sciences industry.

The training opened doors that would not have been opened otherwise, says Scott. "I got an opportunity in my company for a career transition. The likelihood of getting that opportunity was not there without the EMBA degree. I would not have had the confidence or wherewithal to work at a global Fortune 50 company and open my own business at the same time unless I had gone through the Baylor Executive MBA program. I learned prioritization and effective time management. I learned how all the components of successful companies fit together. I gained the depth and breadth of business acumen I needed to excel doing both."

EARLE HAGER
> COO, Panidea Global
Technology Commercialization

- SEMESTER ONE - FALL**
- o In-Residence I : Managing in the 21st Century (Week-long program held in Waco with Dallas program)
 - o Leading with Integrity
 - o Evidence Based Decision Making
 - o Negotiations : Power and Influence
 - o Microeconomic Theory and Business Decisions

- SEMESTER TWO - SPRING**
- o Financial Accounting
 - o Legal Aspects of Business
 - o Contemporary Business Issues (Special Topics)
 - o Aligning IT Business Enterprises
 - o Financial Decision Making
 - o In-Residence II : International Business and the Public Policy in Washington, D.C.

- SEMESTER THREE - SUMMER**
- o International Law
 - o Managing for Value Creation
 - o Human Resources Management
 - o Private Equity Investing

- SEMESTER FOUR - FALL**
- o Managerial Accounting
 - o Seminar in Marketing Strategy
 - o Manufacturing and Service Operations

- SEMESTER FIVE - SPRING**
- o Analysis of National and Global Business Conditions
 - o Leading Organizational Change for High Performance
 - o Negotiations : Maximizing Multi-Party Outcomes
 - o Global and Strategic Management Capstone Course
 - o In-Residence III : International Experience (Part of Capstone Course)

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> SENIOR MANAGER
FEDERAL SALES AND OPERATIONS, Dell Inc.
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FOUR PROFESSIONALS WHO STARTED THEIR OWN COMPANIES CREDIT BAYLOR'S EXECUTIVE MBA PROGRAM WITH PAVING THE WAY.

Paying attention to signs made the journey entertaining and helped them grow – both in the new ventures they started and within the professional positions they held when the 21-month program began.

Although the entrepreneurs went through the course at different times, their stories share similar themes: collaboration with fellow students, professional challenges successfully met and increased self-confidence.

Those qualities are no accident, says Director David Wallace of Baylor's Austin EMBA program. They are part of the EMBA fabric, which undergoes a curriculum review each year. Professors and alumni actively participate in an annual retreat to review all aspects of the program, focusing on continual improvement to the curriculum, career management, networking and marketing.

COLLABORATION

EARLE HAGER puts it simply: "You learn not only what the book says, but you also get insight from the experiences of your classmates." The COO of Panidea Inc. - Global Technology Commercialization saw personal insights as his 50th birthday approached. He had no plans to retire and he knew his work would take on a new look.

Hager moved from working for someone else to co-founding a company that works with entrepreneurs worldwide seeking to commercialize their technologies. Although decades of experience in similar fields helped with the move, Baylor's EMBA backed him up by providing superb education and quality classmates. "Everyone wanted to be there. Each student did it on their own

because they wanted to get the most they could from the learning experience."

JAMES SCOTT, CEO of 360 Executive Strategies and senior manager for Dell's Federal Sales and Operations, made lifelong friends in the EMBA program. "The way we gelled over a 21-month period was enormously rewarding," he says. He also has high regard for relationships forged with professors. "It gives you a bond that lasts a lifetime."

Adds Hager: "Every night at dinner, the table sat four, but we always sat six. It really was a family. Because there was so much teamwork, you felt the relationships."

Says CRAIG LAUBACHER, founder and COO of Soliance Services, "You form genuine long-term relationships with classmates that are definitely beneficial in business, but backed by real friendship."

EXECUTIVE

"We are pretty quick to make changes when it improves our overall offering," says Wallace, giving an example of developing an international law course that allows students to focus on the legal issues confronting businesses in a global economy. "We are nimble in making positive changes to our program."

The collaboration and self-confidence that students realize are the results of the way the program is presented, Wallace adds. "Our student bodies are already strong business people. But they come to us from their particular focuses in their particular industries. They are exposed to many different industries, profit and nonprofit arenas, and gain a holistic view of business from all angles.

"It's a comfortable environment with a maximum of 40 professionals. They make contributions from their personal and professional experiences, and the classroom dynamic is anecdotally driven." The environment is designed not to be cutthroat "because these are professionals with a lot of responsibilities, both professional and personal," Wallace adds. "It is a challenging graduate program, but part of any experience is enjoying the ride."

CRAIG LAUBACHER

> FOUNDER / COO, Soliance Services

ENTREPRENEUR

PROFESSIONAL CHALLENGES

EMBA alumnus and entrepreneur MICHAEL McLENNAN says the program gave him the ability to look at different aspects of businesses and evaluate them. Before the EMBA program, he was unsure of even the basic steps to take to start a business, such as where to get a business name.

"Some of these things, you just have no idea because you haven't had exposure to them or to people who know about these things," says McLennan, president and CEO of Keep It Digital, which converts hard copy documents to digital format and offers enhancement of the digital items with related photos.

McLennan and fellow students looked at the present values and future incomes of companies, which helped him and his business team decide that Keep It Digital was the optimal venture. The EMBA program studied legal issues, such as the protections that patents and trademarks offer. "These are all things we covered in the program, and I am living many of those things. My current patent-trademark attorney is a direct referral from members of the program."

It was no coincidence that he started his business while associated with the Baylor EMBA. "The exposure to new information and what I was learning contributed to being able to go forward and launch the business. The information, knowledge and working with other people in the program really encouraged me to push to start this company."

MICHAEL McLENNAN

> PRESIDENT AND CEO
Keep it Digital