Transforming Education
INITIATIVES GROW
DIVERSITY IN BUSINESS

Cultural Connections
FAR EAST STUDY ABROAD
EXPLORES NEW ECONOMY

John Barrett
WESTERN & SOUTHERN LEADER
REVEALS HOMETOWN PRIDE

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What a dream come true to be dean in a city that is home to the most powerful companies and most innovative business leaders in the world. Before arriving at UC more than a year ago, I recognized that the possibilities and opportunities for greatness in Cincinnati are unlimited.

No one exemplifies this limitless possibility more than internationally recognized businessman, entrepreneur and philanthropist Mr. Carl H. Lindner Jr.

Beginning his career in 1940, Mr. Lindner, with his family, founded the United Dairy Farmers, eventually expanding from a single store selling dairy products to a chain of convenience stores. As most know, his success didn’t stop there. Mr. Lindner was the founder and chairman of the board of the $25 billion American Financial Group, Inc., a diversified financial holding company.

A long-time University of Cincinnati supporter, Mr. Lindner was a benefactor for our college through the years, providing much needed assistance and support so we could continue to meet the demands of the future.

We are proud to name our business college in honor of Mr. Lindner’s extraordinary support of the university and his legacy of entrepreneurship and excellence in business (see p. 4). Mr. Lindner’s values, integrity, family focus and incredible history of success are all attributes to which the university and the business college aspire. And looking toward Mr. Lindner as our role model, the UC Carl H. Lindner College of Business will be a leader in business education by delivering world-class, innovative offerings for our students and community.

We are not alone in wanting to make the Greater Cincinnati region known for having the best and brightest there is to offer. John Barrett, chairman, president and CEO of Western & Southern Financial Group, shares this dream for our city and invests in our community to make it world class (see p. 24).

The importance of global learning cannot be overstated as the college further enhances its reputation on the world stage. Our international partnerships—particularly in China (see p. 30)—provide study abroad opportunities that enrich the student experience with multicultural understanding so crucial to business success. Graduates, such as Bill Keating Jr. (see p. 34) and Kirk Perry (see p. 46), espouse the value of firsthand global experience as many of today’s businesses must work across cultures.

Real-world experience also starts at home. That’s why the college is as equally committed as the university to ensuring our student body remains diverse by empowering under-represented students (see p. 14) to achieve their college dreams. By providing an enhanced network of support, the Business Fellows program offers under-represented students the tools to develop their full potential in college and beyond.

As we know in business as in life, the extraordinary cannot be accomplished alone, but through partnership, what can be accomplished is limitless.

We want to develop a bond with you so together we are stronger and more powerful than if we stood alone. We want to be the force that drives Greater Cincinnati to further greatness.

To make that vision a reality, the college has appointed a new dean’s leadership team (see p. 36) to ensure we continue to design and offer what students need and the global business community requires. We recognize the value of partnerships and being customer centric, so we invite you to help us become best in class, whether by reaching out to our faculty, becoming a mentor to our students or hiring our graduates.

Working with the Carl H. Lindner College of Business is an investment. For many of you, UC already is your top source for talent or business solutions. By continuing to invest in the one business school that carries the Lindner name, you will gain a positive return on your investment.

Remember, accomplishing the extraordinary cannot be done alone, but together we can accomplish the impossible.

Dean David M. Szymanski, PhD
To honor Mr. Lindner, a group of the university's most visionary and generous donors have formed the Friends of Carl H. Lindner Society, which will lead fundraising efforts for the continuing transformation of the Lindner College of Business. The goal is to raise money to recruit and retain top-tier faculty and the best and brightest student leaders, while updating the college's campus facilities.

As an internationally recognized businessman and philanthropist, Mr. Lindner's generous commitments, as well as those of his family, have helped define what is best at the university and the business college. Friends of Carl H. Lindner exhibit that same vision and generosity of spirit that is also defining the future.

The individuals we honor with this designation include Mr. Lindner’s family, friends and colleagues as well as donors who have been inspired by his philanthropic legacy with gifts starting at $1,000 to the Lindner College of Business, reflecting Mr. Lindner's personal generosity.

Friends of Carl H. Lindner provide support to the Carl H. Lindner Hall building fund, the college’s needs in entrepreneurship, the Carl H. Lindner Honors-PLUS program and other needs that shape and enhance excellence in business education, provided those gifts be made in Mr. Lindner’s honor.

The Lindner family has a long history of partnering with the University of Cincinnati. The business college is housed in Carl H. Lindner Hall, and in 1985 the college established the Carl H. Lindner Award for Outstanding Business Achievement in his honor. In 1997, the college announced its first business honors program, funded by an endowment from Mr. Lindner, would be named the Carl H. Lindner Honors-PLUS program.

We are pleased and privileged our college carries the Lindner name, and know this namesake strengthens our momentum in building upon our reputation for excellence in business education.

Mr. Lindner passed on October 17, 2011, at press time. We extend our deepest sympathies to the Lindner family. We will honor the life of Mr. Lindner in an upcoming issue.
COLLEGE WELCOMES ECONOMICS DEPARTMENT

The Carl H. Lindner College of Business is pleased to welcome the Department of Economics. Joining the college in July 2010 from the McMicken College of Arts & Sciences, the economics department brings new undergraduate and graduate program options, as well as the expertise of professionally active faculty members and distinguished guest speakers.

With the economics department on board, the Lindner College of Business now offers a bachelor of arts in economics, a bachelor of business administration in business economics and a master of arts degree in applied economics. Students can even combine the BA and MA degrees through the ACCEND program, allowing students to gain specialized economics knowledge in just five years.

In addition to its wealth of expertise, the department also hosts the esteemed James C. Kautz Lecture in Political Economy, which featured Nobel Prize winner Edward C. Prescott, W. P. Carey Chair of Economics at Arizona State University, in October 2010.

TOP TIER RANKING

According to the most recent ranking by U.S. News & World Report, UC MBA students are making a smart investment that pleases future employers and financial advisors alike. The UC MBA ranked in the top ten MBA programs in the country with the most financial value upon graduation. By surveying 437 business schools across the nation, U.S. News found that graduates of UC’s Carl H. Lindner College of Business have one of the highest first-year salaries relative to debt load.

The college was ranked 10th in the nation with an average starting salary of $61,676 and an average student debt of $22,354, for a salary to debt ratio of 2.8.
Business leaders and alumni were recognized for their commitment to achievement and service at the 26th Annual Cincinnati Business Achievement Awards (CBAA) in March 2011. The Carl H. Lindner College of Business Alumni Board of Governors presented the CBAA banquet, Cincinnati’s longest-standing event recognizing achievement in business and service to the community, in the Presidential Ballroom at the Westin Cincinnati.

Stuart G. Hoffman, MA ’73, PhD ’75, senior vice president and chief economist of PNC Financial Services Group, Inc., received the 2011 Carl H. Lindner Award for Outstanding Business Achievement. The award was presented by Wolfgang Mayer, professor emeritus, and Honorary Chairman Thomas H. Humes Jr. in recognition of Hoffman’s entrepreneurial spirit, commitment to business and community, and achievement of the highest level of success within his career.

Alex Spidare, BBA ’11, received the Carl H. Lindner Scholarship in recognition of his outstanding academic achievement and commitment to community involvement. Robert Dobbs, vice president for Internal Audit at American Financial Group, joined Dean Szymanski in presenting the award to Spidare, a marketing major.

The Distinguished Service Award is given on the basis of an individual’s commitment to the college, UC as a whole, and/or the Cincinnati community. Bill Keating Jr., BBA ’76, MBA ’76, JD ’79, partner at Keating Muething & Klekamp PLL, and Ellen G. van der Horst, president of Cincinnati USA Regional Chamber, received the award from Dean David M. Szymanski.

The Business Partnership Award is given to a company that has provided substantial support to the Lindner College of Business. Cintas Corporation, the 2011 recipient company, was recognized for its significant, innovative and ongoing investment in sustaining exceptional college programs and providing growth opportunities for business students and graduates. J. Phillip Holloman, BSCE ’78, president and chief operating officer, accepted the award on behalf of the Cintas organization.

For more information on the upcoming 27th annual Cincinnati Business Achievement Awards, visit business.uc.edu/businessachievement.

**ANNUAL TRADITION CONTINUES TO RECOGNIZE ACHIEVEMENT**
STUDENTS EXCEL ACROSS CAMPUS & AROUND THE GLOBE

From community leadership experiences to international competitions, Carl H. Lindner College of Business students consistently excel on campus, in the community and around the world. In 2010–2011:

- Three Lindner College of Business students—Ravi Grandhi, Drew Smith and Shali Zhu—received the 2011 Presidential Leadership Medal of Excellence, the university’s most prestigious honor for undergraduates recognizing students for their commitment to co-curricular activities, their citizenship in support of the university’s goals and values, their dedication to diversity and their potential for future success and achievement.

- Operations management and international business major Drew Smith was named Mr. Bearcat 2011. A Carl H. Lindner Honors-PLUS student, the student body president and an active member of service organizations on campus, Smith follows in the footsteps of 28 other business students who received this honor in years past.

- Entrepreneurship undergraduate students, under the direction of faculty advisor Tom Dalziel, PhD, took first place honors in the Small Business Institute Case of the Year Competition in February 2011.

- Nineteen UC football student-athletes were named to the 2010 BIG EAST All-Academic Football Team. Continuing the tradition of commitment to both athletics and a business education, four of these 19 student-athletes are from the Lindner College of Business.

- Stephanie Niemer, a Marvin P. Kolodzik Business Scholar and senior volleyball player, led the BIG EAST conference in both hitting percentage and kills to become the first player in history to claim five straight Player of the Week honors.

- A student team from the UC chapter of the American Marketing Association (AMA) earned honorable mention at the annual AMA International Collegiate Case Competition, a year-long event that brings the top marketing students from across the globe together to work on a marketing challenge.

- For the third time in the ACG Cincinnati Cup’s four-year history, UC’s team earned top honors in the mergers and acquisitions case competition against rivals from Miami University, Xavier University and Northern Kentucky University. The ACG Cincinnati Cup is a mergers and acquisitions-based case competition created in 2008 by the Cincinnati chapter of the Association for Corporate Growth (ACG).

- A team of MS-marketing students, in collaboration with a student from the College of Design, Architecture, Art and Planning, took home second place in the Rotman Design Challenge, an international business design competition hosted at the University of Toronto in March 2011.
While inspiring and educating the entrepreneurs of tomorrow, the UC Center for Entrepreneurship Education and Research honored the successful Cincinnati entrepreneurs of today at their 13th annual awards banquet. The Entrepreneurial Stars on the Square Awards, held in May 2011, honored several students as well as the following professionals:

- **David M. Lance**, co-founder of Restaurant Management Inc., *Lifetime Achievement in Entrepreneurship*
- **Edgar L. Smith Jr.**, chief executive officer of World Pac Paper, LLC, *Award for Entrepreneurial Excellence*
- **John P. Burns**, president and general manager of Cincinnati Bell Technology Solutions, Inc., *Award for Entrepreneurial Excellence*
- **Lt. Col. Jeffery E. Lay**, co-founder of Talon Eight, LLC, *Award for Entrepreneurial Excellence*
- **Chong Ahn, PhD**, professor of engineering and applied science, *Established Faculty Entrepreneur Achievement Award*
- **Georg F. Weber, MD, PhD**, professor of pharmacy, *Emerging Faculty Entrepreneur Achievement Award*
- **Christopher J. Nawalaniec**, national sales manager of Stedman Machine Company, *Inaugural Distinguished Service Award*

LaRosa’s, Inc. was named the first annual recipient of the Hall of Fame Award, an honor recognizing companies and individuals who have made a long-term community impact, through their commitment to philanthropy, community service, growth of employment or community image.

A Cincinnati favorite known not only for Aunt Dena’s secret sauce recipe but for its commitment to giving back to the community—LaRosa’s, Inc. has supported neighborhood organizations and teams throughout its nearly 60-year history.

In addition to the Hall of Fame Award, the Goering Center for Family & Private Business Awards, held in August 2011, named winning businesses in each of the following categories:

- 0–24 years in private business: *Libertas Technologies, LLC*
- 0–24 years in family business: *Crescent Corporation*
- 25–74 years in private business: *Skilled Care Pharmacy*
- 25–74 years in family business: *Priority Dispatch*
- 75-plus years in private business: *R. A. Jones & Co., Inc.*
- 75-plus years in family business: *Sibcy Cline, Inc.*
In October 2010, the Carl H. Lindner College of Business celebrated the grand opening of the Robert and Rose Fealy Auditorium. The ribbon-cutting ceremony honored the Fealys for their $1 million-plus gift, which funded the renovation of the auditorium, including a complete technology makeover.

The state-of-the-art facility benefits students and faculty as well as business leaders and executives visiting campus to share their expertise with UC students.

Robert Fealy, BBA ’73, is the president and COO of The Duchossois Group, the world’s leading manufacturer of consumer and commercial electronic products. He is a trustee of the UC Foundation, a member of the Lindner College of Business Advisory Council and chair of the Proudly Cincinnati Campaign for UC in the Chicago region. He is a lifetime member of the UC Alumni Association and has established the Fealy Endowment for Entrepreneurship in the Lindner College of Business.

Leonard Kleinrock, known for his work during the development of the Internet, presented the 20th Annual E. Leonard Arnoff Memorial Lecture on the Practice of Management Science, sponsored by the Department of Operations and Business Analytics (formerly known as the Department of Quantitative Analysis and Operations Management) and the Alumni Board of Governors at the Carl H. Lindner College of Business.

E. Leonard Arnoff Memorial Lecture Series on the Practice of Management Science

A distinguished professor of computer science at UCLA and known as the “Father of the Internet,” Kleinrock discussed the early work on packet switching, the critical events leading to the growth of the Internet and his vision of where the web is heading.
William R. Burleigh, former CEO of the E.W. Scripps Company, spoke on the “Priorities for Community Growth: Education and Regionalism” to more than 500 business and education leaders at the annual UC Economics Center’s Awards Luncheon in April 2011. Highlighting community leader successes in economic and financial education, the Economics Center recognized the following award recipients:

- **Thomas A. Boggs**, principal of Bond Hill Academy, Valentine Leadership Award
- **Traders-In-Training**, Ohio National Financial Services Award
- **Cindy Donnelly**, teacher at Mason High School, Financial Education Teacher of the Year
- **Greg Cole**, teacher at Sycamore High School, Economics Teacher of the Year
- **Karen Monday**, Duke Energy, Service to Community Award

On June 1, 2011, the UC Real Estate Center, in conjunction with their premiere partner PNC, held the 22nd Annual Real Estate Banquet and Awards Ceremony. James E. Rohr, chairman and CEO of the PNC Financial Group, keynoted the event and presented Jeanne Schroer, executive director of the Catalytic Development Funding Corporation, Northern Kentucky, with the UC Real Estate Program’s Lifetime Achievement Award. A long-time friend and advocate of the center, Schroer served as a former interim center director and currently serves as an adjunct professor for the program. She also has the distinction of being the first woman honored with this prestigious award. Finance major Kurt Meadows, BBA ’11, received the Student of the Year Award; Meadows accepted a position with Duke Energy’s real estate department upon graduation.

The University of Cincinnati shapes the future of business. More than 30 Carl H. Lindner College of Business alumni hold C-suite positions in Fortune 500 companies.
One thing Jessica Weislogel has learned at the University of Cincinnati is that venturing into the unknown can lead to the most exciting opportunities of all.

When Weislogel, a bachelor of science in industrial management (BSIM) student at the Carl H. Lindner College of Business, started at UC, she had not decided on the path she would take.

“I’m from the Cincinnati area, so UC was familiar to me,” Weislogel says. “But I wasn’t quite sure what I was going to do here. My friends and family assumed I’d become an engineer because of the classes I took in high school, like AP physics.”

Thanks to the Marvin P. Kolodzik Business Scholars (KBS) program, one of two distinct honors programs at the Lindner College of Business, Weislogel quickly found her way. KBS students like Weislogel benefit from the ability to customize their business specialties to match their own personal strengths and career goals.

“The KBS program helps you structure your freshman year so that you start college with a plan, which most freshman don’t have,” Weislogel says.

“A representative from GE came to campus to give mock interviews to KBS students,” Weislogel explains. “My mock interview turned into a real job offer. I was recruited on the spot.”

Through her co-op, Weislogel has worked hands-on in an industrial setting as she learns both the business and technical sides of one of the world’s leading manufacturers of military and commercial aircraft jet engines.

“Working at GE has been a life-changing opportunity,” she says. “I know now that I want to be in an industrial setting. In the classroom, you learn the terminology and the process for how things should work. And in a real industrial setting, you see production processes and how things really work.”

“The combination of these two different kinds of learning fascinates me,” Weislogel says.

And while Weislogel enjoys the structure and direction provided by the KBS program and her BSIM major, she’s not yet finished seeking out new experiences—in fall 2011, she will study abroad at the University College Cork in Ireland, one of the college’s international program offerings.

Through the KBS program, Weislogel discovered a way to combine her interests in business and engineering when she attended a meeting during which Ruth Seiple, director of the BSIM program, spoke to KBS students about industrial management, one of the college’s small, but growing, disciplines.

“I remember Ruth describing the typical BSIM student—energetic, analytical,” Weislogel says. “As she spoke, I said to myself, ‘That’s me!’”

Weislogel immediately set up a meeting with Seiple to talk about how she could get started in the BSIM program.

“Talking with Ruth was a turning point in my college career so far,” says Weislogel. “I found out that I could actually be an engineer within the Lindner College of Business.”

Weislogel quickly thrived in her new environment. “I love that I can knock on Ruth’s door and call her by her first name,” she says. “She talks to me about what opportunities are out there. I know that I’m headed in a good direction.”

Although she is entering only her third year at the Lindner College of Business, Weislogel is a rising star in the BSIM program, having already worked as a co-op at GE Aviation for two quarters—a position that she unintentionally secured through the KBS program.

“This is my first time out of the country,” explains Weislogel. “But I’m half Irish, so in a way, I’m going home. I can’t wait to learn more about my Irish heritage.”

While abroad, Weislogel is interested in exploring opportunities that she wouldn’t have time for at home. “During the typical school year in Cincinnati, my schedule doesn’t have room for electives or even new hobbies,” she says.

She also hopes that spending time in Ireland will help her become more globally aware. “I think it’s important that students realize the importance of global business, no matter their major,” says Weislogel. “Being aware can open the door to future opportunities.”

When she returns to UC after her time abroad, Weislogel is looking forward to what’s next. “I’m excited about the years ahead of me,” Weislogel says. “I haven’t taken many of my major courses yet, so there’s still so much of the BSIM program to learn about and experience.”

“I’m ready to go outside of the box and see where these amazing opportunities might take me.”

Amy Jewell Mersch, MA English ’11, is a communications manager at Compass Clinical Consulting in Cincinnati, Ohio.
Ranked among America’s Top 20 most diverse campuses by *The Princeton Review* in 2010, the University of Cincinnati understands the importance of diversity in transforming education.

However, according to UC President Gregory H. Williams, we can do better. His strategic plan, \( \text{UC2019} \), challenges the university to transform education by increasing the diverse student population to cultivate future generations of globally prepared practitioners, scholars and researchers.

University leadership is not alone in their commitment to increase diversity. Carl H. Lindner College of Business faculty and staff have joined the initiative by creating a plan of their own to foster diversity among business students.

“President Williams sees increasing diversity as an integral part of accelerating UC’s transformation to prominence, and we agree wholeheartedly,” says LaDreka Karikari, assistant director of undergraduate enrollment. With new initiatives to reach under-represented students, the Lindner College of Business is bridging the gap for

“The experience of arriving on a campus to live and study with classmates from a diverse range of backgrounds is essential,” writes Lee C. Bollinger, president of Columbia University, in a *Chronicle of Higher Education* article titled “Why Diversity Matters.” “When we learn to see the world through a multiplicity of eyes, we only make ourselves more nimble in mastering — and integrating — the diverse fields of knowledge awaiting us.”
minorities to access higher education, while providing the tools and resources they need to succeed.

“We want to see our students of color thriving, not just surviving,” says Kimberly McGinnis,associate director of undergraduate student engagement and UC alumna. McGinnis and her team have found that students who are engaged in a smaller community are more likely to take the risk of getting involved at UC. “And that’s what it’s all about,” says McGinnis. “Creating an experience that connects students to the university makes for more well-rounded graduates who are empowered to excel.”

REACHING OUT EARLY ON
The college’s diversity initiatives to recruit under-represented students start early. In fact, prospects are engaged as early as their freshmen year of high school. “The sooner we can engage prospective students of color, the better,” says Karikari. “Under-
represented students need to develop a goal early on. Setting specific aspirations encourages them to work hard and stay on course to be ready for college."

New programming at the Lindner College of Business is designed to do just that. The diversity pathway, a series of programs designed to guide prospects through the process of college admission and, eventually, graduation, is intended to serve as a pipeline to success. High school students can get involved in activities such as leadership conferences and shadow-a-student visits before they even apply to UC. Intended to keep UC at the top of mind for prospects, the diversity pathway allows students to connect with Lindner College of Business students and staff numerous times throughout their high school careers. With on-campus programming, participants can experience what life as a UC college student is really like. "These unique events are a great opportunity for prospects to experience campus life and connect with upperclassmen," says Karikari. "Seeing older under-represented students succeeding can convince prospects that they too can achieve their goals."

**FOSTERING AN ONGOING SUPPORT SYSTEM**

The diversity pathway does not end once students are admitted. Instead, all under-represented students are invited to become Business Fellows, a program designed to foster a network of support among a close group of peers throughout college life.

In 2010–2011, the inaugural year of the Business Fellows program, 12 participants met monthly to discuss relevant issues for rising business professionals, including sessions on financial responsibility, etiquette and professionalism. Students then had the opportunity to put what they had learned into practice at a networking event with local business executives.

Brandon Reynolds, BBA ‘15, brings a new meaning to the phrase “hit the ground running.” Before he had even stepped into a UC classroom, Reynolds, a scholar in the Carl H. Lindner Honors-PLUS (LHP) and Darwin T. Turner programs, had accepted a leadership role for the Richard Grote You See Potential (YSP) Conference.

Started by Carl H. Lindner College of Business LHP graduates, LaVandez Jones, BBA ‘08, and Stanley Wells, BBA ‘07, the YSP leadership conference was created to provide opportunities for Cincinnati youth. Thanks to the support of mentor Richard Grote, Jones and Wells launched the two-day event to foster leadership and professional development among inner-city youth.

“I learned so much from Stanley and LaVandez,” says Reynolds, who received training from the conference founders and past conference director, Ryan McGuire, BBA ’11. “Their leadership played a pivotal role in shaping me into who I am today. It’s hard to believe that I attended the conference myself as a junior in high school, and now I’m the leader in training. As a graduate of the YSP program, I can’t wait to inspire and positively impact the leaders of the future.”

The 2011 conference hosted 25 students from Elder, Saint Xavier and Purcell Marian high schools in the Cincinnati area. Participants heard from distinguished speakers, worked in small groups to solve true-to-life problems and connected with peers and mentors in the Greater Cincinnati area.

Students were challenged with a real-world business problem: How to impact the community through a charitable organization using social media. With less than two days to prepare, groups presented their proposals to a panel of distinguished judges, including UC faculty and local business executives. The 2011 winning team of eight high school students, who derived a social media plan for The Society of St. Vincent de Paul, took home $100 of prize money each.

Moving forward, Reynolds hopes to make positive changes to the conference. For example, plans are already in place to grow attendance for the 2012 conference by expanding the program to students from the Cincinnati Public Schools.

"[The new conference team members] all believe deeply in fostering the success of high school students in the area and are looking forward to the years to come," he says. "What a unique opportunity for us to make a real impact on the community while connecting high school students with leaders in the area."

To learn more about the Richard Grote You See Potential conference, visit youseepotential.org/.
“Business Fellows has given me the opportunity to get out there and meet other students from diverse backgrounds,” says marketing major Tedi Smith, BBA ’14. “I don’t see a lot of other African American students in my classes, but my involvement with Business Fellows has introduced me to a network of supportive peers within the college, especially upperclassmen.”

Smith says she is grateful for the Business Fellows organization and looks forward to its future expansion. “With new business fellows entering the program next year, we’re hoping to increase involvement among incoming freshmen,” says Smith. “Having a diverse network of peers within the Lindner College of Business from day one will be a huge launch pad for future students.”

FORGING POWERFUL PARTNERSHIPS

For many C-suite leaders, workforce diversity is at the forefront of business. Cintas Corporation, a Cincinnati-headquartered uniform and business services company, understands the importance of diversity among its employees and has partnered with UC to empower change.

By teaming up with the Lindner College of Business, Cintas will impact three college initiatives, including diversity, professionalism and sales, and will specifically benefit the Business Fellows program. “It’s important to recruit minority business students into sought-after management trainee positions that could lead to leadership positions at Cintas,” says UC alumnus Phillip Holloman, president and chief operating officer of Cintas. “We believe our relationship with UC is the perfect way to transform business education while diversifying our workforce.”

LOOKING TO THE FUTURE

Although the Lindner College of Business is doing more now than ever to recruit and retain a diverse student body, plans for expansion are already under way. For example, the college diversity committee is drafting a plan for a summer bridge program for incoming, first-year students, consisting of a six-week academic support program and a study aboard trip to help them adjust to college life.

The diversity team also sees a need for a merit-based scholarship fund for students of color. Thanks to a grant from the Procter & Gamble Fund, 20 of the incoming 2011 Business Fellows will receive a $500 book scholarship for their first quarter at the business college. But McGinnis would like to see the current funding grow.

Since many under-represented students work their way through school and struggle to afford their books, the diversity team would like to award scholarships to students in need, just one of their visions for growing diversity.

“We are excited about building an inclusive community powered by diversity of thought, and our programming will continually expand to meet the needs of our students,” says McGinnis. “The sky is the limit.”

Jessica Rutan, MA English ’10, former assistant director of college relations at the Lindner College of Business, is the assistant director of medical alumni affairs at the Ohio State University.
Leaders of all types—whether business managers, college professors or athletic coaches—struggle with the challenges of motivating their teams and rewarding team members. Looking at the view from the other end of the carrot (or the stick), many people have been on teams where one member didn’t quite pull his share of the load. Then when it’s time to hand out the awards or the grades, frictions develop and can destroy team cohesion and efficacy.

This teamwork tension between the goal of the individual versus the goal of the team interests Debashis Pal. Pal, professor of economics in the Department of Economics in the Carl H. Lindner College of Business, studies team productivity, especially as it relates to reward structures.

“I look at how we interact with each other,” says Pal. “For the supervisor of a team: do the team members help each other or do they sabotage each other’s work?”

Pal describes an example: a basketball game, right at the buzzer. “One player has the ball,” Pal says. “Does he try to shoot the ball? Or does he pass it to the other player who is waiting at the right spot who has a better chance of shooting and making the basket?”

Pal explains that for the original player, there are trade-offs; if he tries to shoot the basket he has a lower chance of making the shot, so his team might lose. But if he can get the basket, the credit will go to him. If he passes it to the other player who is in a better position, the team might win the game. But he might not get much credit.

“The most credit goes to the player who actually scores the basket,” says Pal. “Then the player might think, ‘Wait: you know what, I get a million dollars for scoring this basket—even if the team loses.’ Now what kind of management scenarios are similar—where they are rewarding very highly for the basket?”

Pal likens this to the typical classroom setting when teams of students receive the same grade for each project.

“The typical complaint we hear is ‘I did most of the work and the other student didn’t do very much,’” Pal says. “The other side of the problem is that to counter this, professors try to micromanage.” Faculty who get caught in this trap have students turn their papers in through Google Docs so that they can keep tabs on what each student is doing throughout each step of the paper. Pal points out that if the faculty member is tracking the work this closely, students are less apt to help each other out.

In the classroom, at work or in the field, Pal says, “We are studying under what conditions [team members] might help each other and under what conditions they might sabotage each other. And also what is the supervisor or professor or manager doing that might influence the behavior of the workers or the students or the players?”

In their model, Pal and his colleagues, David Sappington (University of Florida) and Arup Bose (Indian Statistical Institute), found that if the skills and talents of the team members were approximately comparable, then there was no point in micromanaging. Micromanagement took away their motivation. “In fact, that might motivate them to sabotage each other more,” Pal adds.

On the other hand, if team members’ skill sets are quite different, then managing with a heavier hand and providing the team unequal rewards at the end may be the best strategy.

Pal notes in his paper, “Equal Pay for Unequal Work: Limiting Sabotage in Teams,” Journal of Economics & Management Strategy, that sabotage among team members or co-workers can arise if they feel that by sabotaging another, their relative performance appears enhanced. This sabotage can be prevented, Pal and his co-authors posited, if the principal authority makes it clear that all members will receive equal pay and equal rewards.

“Essentially we are investigating the conventional wisdom that’s going around the country now about everything being based on merit: performance-based budgeting,” says Pal. “The teacher gets paid based on the grades of the students; the salesperson gets paid based on commissions.” Pal notes this type of reward structure might backfire. “It takes away the team spirit of helping each other and people might actually sabotage other team members.”

In his research, Pal also examines individuals’ behaviors in organizations as well as entrepreneurial activities. He does not consult directly with organizations, however, preferring to share his insights through his publications.

“I like teaching,” he says with a smile. Pal is the director of undergraduate studies for the economics department. “I feel fortunate that I can work as a teacher in this organization. The Lindner College of Business undergraduate program is fantastic: they do such a marvelous job. I get to spend a lot of time mentoring students and helping them out.”
MOTIVATING YOUR TEAM

Pal’s research reveals strategies for building successful teams:

► Resist the temptation of developing a high-powered reward structure.

► Develop a reward structure based on the comparative abilities of the team. Try to get individuals who are similar in abilities, who are all talented and hard working.

► Build teams based on the effort level of the team members, which is more crucial than their skill areas, to ensure motivation and productivity stay high.

► Avoid “free riders.” In economics, “free riders” are known as those who consume a resource without paying for it, or pay less than the full cost of its production. When a person free-rides along on the work of others, it’s very costly to management and a detriment to the team.

► Don’t micromanage a team that is equally talented and functioning well.
FACULTY PUBLICATIONS


Bond, S., Mitchell, P., More Accurate Forecasting—Property Derivatives or the IPF Consensus?, Investment Property Focus, 2010, 14, 10–12.


Stewart-Sicking, J., Ciarrocchi, J., Hollensbe, E., Sheep, M., Workplace Characteristics, Career/Vocation Satisfaction, and Existential Well-Being in Episcopal Clergy, Mental Health, Religion and Culture, 19 October 2010 (iFirst).


FACULTY NOTES

Dean David M. Szymanski (second from left) with 2011 Carl H. Lindner College of Business awardees Andrew Becker, Ruth Seiple, Alex Lopes and Ric Sweeney (left to right).

Shaun Bond, associate professor of real estate, was appointed to the advisory board of the Real Estate Research Institute and the board of directors of the American Real Estate and Urban Economics Association. These appointments recognize his contributions to the field of real estate research. Bond’s work has been published in journals such as the Journal of Business, Real Estate Economics, Journal of Real Estate Finance and Economics, Journal of Portfolio Management and the European Journal of Finance.

Drew Boyd, assistant professor-educator and director of the MS-marketing program, presented at the 2010 Digital Non-Conference in Cincinnati. His presentation, “Digital Innovation: Getting to the Next Level,” showed participants how to apply systematic innovation tools to social media applications to create new-to-the-world applications in the digital space. Boyd also served as the chairman of the PharmaBrand 2011 Summit, an international conference for pharmaceutical marketers in Montreux, Switzerland, where he spoke on the principles of persuasion.

David Brasington, associate professor of economics and the James C. and Caroline Kautz chair in political economy, was chosen to receive research support from the University Research Council Faculty Research Grant program.

Ginger Clark, adjunct associate professor, and Margaret Reed, associate professor-educator, of accounting, with co-author Jens Stephan, (Eastern Michigan), won a Lybrand Award Certificate of Merit at the IMA’s annual conference for their 2010 paper, “Capital Budgeting: The Next Generation Visualizing Risk and Uncertainty Using Monte Carlo Simulation.”

Robert Dwyer, Joseph S. Stern professor of marketing, was honored with the Faculty Impact Award by the UC Department of Athletics and the Athletics Advisory Council. Dwyer was among the inaugural recipients of the award, which
• Recognizes faculty members’ dedication to student-athlete success in the classroom.

Gisela Escoe, professor of economics, was appointed as UC’s first vice provost for undergraduate affairs, a position created to place greater emphasis on quality education at UC. From 2001 to 2005, Escoe served as associate dean for undergraduate affairs at the McMicken College of Arts and Sciences and was appointed senior associate dean for undergraduate affairs in 2005, providing oversight for all aspects of the college’s undergraduate mission, including student services, student advising and assessment of academic programs.

Craig Froehle, associate professor of operations and business analytics, was elected to the board of the Production and Operations Management Society (POMS). Froehle is also actively involved with the Institute for Operations Research and Management Sciences (INFORMS) and the Decision Sciences Institute (DSI).


Elaine Hollensbe, associate professor of management, co-authored the 2009 paper, “Balancing

Couch, J., Wigle, P., Ace Inhibitor and ARB Utilization and

Chondrolysis of the Glenohumeral


FACULTY NOTES (CONT’D)

Borders and Bridges: Negotiating the Work-Home Interface via Boundary Work Tactics,” that received the Scholarly Achievement Award at the Society for Industrial and Organizational Psychology annual conference and the Rosabeth Moss Kanter Award for Excellence in Work-Family Research at the 2011 World at Work Total Rewards Conference. In addition, Hollensbe was named a fellow of the Academy of Fellows of Teaching and Learning and was awarded the Michael L. Dean Excellence in Classroom Education and Learning (Excel) Graduate Teaching Award. This award recognizes a faculty member who challenges students to meet high standards, demonstrates a command of the discipline, delivers content in a dynamic, stimulating format, is always available for clarification and extra help, provides added value outside the classroom setting and shares expertise and knowledge that has application in the workplace.

David Kelton, professor of operations and business analytics and MS-BANA program director, was elected a new fellow of the Graduate School at the University of Cincinnati. In October, Kelton was a keynote speaker at the 2010 International Transportation Seminar, held in Poznan, Polan. He spoke to over 150 transportation practitioners and researchers about experimental design for simulation. Kelton is also a fellow of the Institute for Operations Research and the Management Sciences (INFORMS) and the Institute of Industrial Engineers (IIE) and has co-authored leading textbooks in the field of simulation.

Alex Lopes, associate professor of information systems, received the 2011 Daniel J. Westerbeck Junior Faculty Graduate Teaching Award. The award recognizes excellence in graduate-level teaching and commends a junior faculty member’s commitment to graduate teaching and student learning.

Charles Matthews, professor and executive director of the Center for Entrepreneurship Education & Research, traveled to Cairo to participate in the first annual conference held by the Mideast Council for Small Business & Entrepreneurship, which focused on developing entrepreneurship curriculum.
In January 2011, Charles H. Matthews (left), pictured with members from the Mideast Council for Small Business & Entrepreneurship (MCSB), witnessed the Cairo protests while participating in the 1st Annual MCSB conference and assisting in the development of entrepreneurship centers and university courses at Egyptian universities.

and entrepreneurship centers for higher education in Egypt. Matthews was also named honorary president of the Feiyang Entrepreneurship Management School of Feiyang Vocational and Technical College in Qingdao, China.

Jane Sojka joined the college as an associate professor-educator of marketing. She teaches courses in professional selling and serves as the faculty advisor for Pi Sigma Epsilon, the professional sales business fraternity, and the coach for UC’s new sales team.

Ruth Seiple, associate professor-educator of operations and business analytics and director of the bachelor of science in industrial management program, was honored with the 2011 Michael L. Dean Excellence in Classroom Education and Learning (Excel) Undergraduate Teaching Award. This award recognizes a faculty member who regards teaching as a central purpose of the university, balances academic theories with current workplace applications, actively provides advice and academic counseling to students and stimulates student achievement.

Ric Sweeney, assistant professor-educator of marketing, received the 2011 Harold J. Grilliot Award for Exemplary Service to Undergraduate Organizations. This award is given each year to a Lindner College of Business faculty member who has performed extraordinary service to students and student organizations and has advanced good relations between students and faculty. Sweeney serves as faculty advisor to the UC Collegiate Chapter of the American Marketing Association, BANG: Bearcat Advertising and Networking Group, Beta Gamma Sigma Honor Society and the UC student government senate and cabinet. Sweeney was also chosen to be an inaugural recipient of the Faculty Impact Award by the UC Department of Athletics and the Athletics Advisory Council.
For Carl H. Lindner College of Business alumnus John F. Barrett, dreaming is an important part of doing. “Dreams give you energy and faith in the future. They are also great comfort when things go badly,” he said in delivering the Spring 2011 commencement address at the University of Cincinnati. “By allowing yourself to dream, as you use skills and experiences gained from study and hard work, you can open the doors to many great opportunities.”
Chairman, President and CEO of the Cincinnati-based Western & Southern Financial Group, Barrett says advancing his own vision has required setting—and resetting—goals over the four decades of his business career. “I take the long-term view of life. Achieving your dreams is a progression. No matter what the obstacles, you have to try to get better every day,” he says. “I still think I’m getting better every day.”

Few would argue with Barrett’s self-assessment. As leader of Western & Southern, the native Cincinnatian has transformed the once small Midwestern insurance firm into a highly respected national enterprise. Today, the Fortune 500 company provides life and health insurance, annuities, mutual funds and other investment products and services through 14 member businesses. Its net worth has steadily increased from $500 million in 1987 to $6.3 billion this year, while assets owned, managed and controlled are well in excess of $50 billion.

When asked about his greatest accomplishment, the 62-year-old CEO doesn’t brag about his leadership or the financial success of his company. “It’s not about the power or the money,” Barrett says. “It’s about the team culture we have built at Western & Southern. I’ve tried to create a company where people love to come to work in the morning.” He attributes his skill at building collegiality among 4,600 full-time employees to his college days as president of the Sigma Alpha Epsilon fraternity. “I learned how to live and work with a diverse group of people from many colleges and countries. That experience helped me get my first job.”

Barrett’s advice to recent graduates seeking employment in the changing business world similarly focuses on personal connections. “Learn to communicate with the written word. Nothing touches people more than a handwritten thank-you note on paper after an interview.”
Sending such letters helped Barrett jumpstart his business career. After graduating from UC in 1971, he spent the summer soliciting Wall Street financial institutions and eventually landed a job with the Bank of New York. “I was one of four non-MBAs hired in a 19-person training program,” the businessman recalls. “I was an insecure kid from the Midwest, but I quickly learned you don’t have to go to an Ivy League school to feel confident to do the job. Once you are in the door, work your tail off and opportunities will come along.”

Sure enough, Barrett was promoted within the bank to head its Delaware subsidiary with only one employee and $131 million in assets. He spent the next four years building the Mid-Atlantic institution into a highly successful operation of 1,300 employees and $4 billion in assets. “It became the most profitable part of the Bank of New York,” he recalls. In all, he spent 16 years with the Bank of New York, the bulk of it at its Wall Street headquarters.

In 1987, Barrett was lured back to Cincinnati to work at Western & Southern as its chief financial officer by then company president W.J. Williams. His father, Charles Barrett, who was terminally ill with cancer, was a medical doctor and cancer researcher (UC’s Barrett Cancer Center is named in his honor) who had worked at Western & Southern for nearly five decades and preceded Bill Williams as its CEO. “I learned so much from him growing up,” says the younger Barrett. “He was a physician with an aptitude for finance, a real Renaissance man. He taught me how to think.”

In recalling his childhood, Barrett says his dad encouraged him to develop a sense of social and community responsibility. Hard work was another value passed from father to son, and between high school and college sessions, Barrett held summer jobs to help pay for
tuition. One of his stints was working at the Railway Express Agency loading boxcars.

In 1989, Barrett was appointed president of Western & Southern and applied his experience in the investment side of the business to boost the company’s bottom line. He says his business philosophy can be summed up by the “four Cs,” describing them as “culture, capital, competent people and the capacity to grow—if you have those, you will be in great shape.”

Back in his hometown, Barrett quickly became active in the business community and a dedicated supporter of organizations related to the arts, healthcare, and social and civic causes. He currently serves on the boards of the Cincinnati Art Museum, Cincinnati Business Committee, Greater Cincinnati Scholarship Foundation and Medical Center Fund for UC, to name only a few of the institutions benefiting from his leadership. His leadership impact at national levels includes Washington, D.C. board memberships on the Business Roundtable, Financial Services Roundtable and the American Council of Life Insurers where he has also served as its chairman.

In helping such groups chart a course for the future, Barrett says the experience has been valuable and he recommends it for business school graduates. “My advice is to volunteer, preferably at the board level, to understand how the organization works and if the mission is viable. In giving back, you’ll meet people, build networks and strengthen your own personal brand.”

Barrett’s numerous corporate and philanthropic duties leave him few spare hours, but the CEO still finds time to play golf and collect vintage cars, including a 1957 Rolls Royce. Home is a 1930s Colonial in Cincinnati’s Indian Hill neighborhood shared with his wife of 32 years, Eileen, and visited by their two grown daughters and son.

Civic pride has led Barrett to focus on real estate recently in an effort to transform Cincinnati into one of the most vibrant cities in the country. He was the chief dealmaker behind the Great American Tower in downtown Cincinnati, a 665-foot-tall skyscraper topped by a lacy metal “tiara.” Named for its lead tenant, Great American Insurance, the office building was commissioned by Eagle Realty Group, a member of Western & Southern, and completed in January 2011.

“We wanted to do something that would jump start our city’s renaissance. Then we did the impossible and got Great American Tower built and rented during the Great Recession,” says Barrett. His interest in reviving Cincinnati has also resulted in Eagle Realty Group’s $20 million redevelopment of an historic downtown building from apartments to a 134-suite Marriott hotel, which opened in March 2011.

Far from resting on his laurels, Barrett is dreaming up other projects to make a difference in his city. One of them is to turn a former police headquarters into a chic restaurant. While he hopes to leave a lasting mark on Cincinnati, the CEO makes it clear that he is not looking over his shoulder at his past accomplishments. “The last thing I want is a legacy,” he says. “I always want to be doing the next thing and making it work.”


“Achieving your dreams is a progression. No matter what the obstacles, you have to try to get better every day.”
Great American Tower at Queen City Square in Cincinnati was built by Western & Southern Financial Group and opened in January 2011. The third tallest building—at 665 ft (203 m) high—in the state of Ohio, the tower serves as the headquarters for Great American Insurance Company. The building’s architect, Gyo Obata, designed the tower to include a top inspired by the tiara of Lady Diana, Princess of Wales, to reflect Cincinnati’s nickname, the “Queen City.”
Partnerships with China Give UC Students an Insider’s Look at This Exploding Economy

BY JENNY S. REISING

China is the second-largest economy, and arguably one of the fastest-growing, with annual growth estimated at 8–10 percent. A quick survey of the products inside your household, from toys to clothes to electronics “made in China,” is further proof businesses need to pay serious attention to this global economic player.
The Great Wall of China is the world’s longest human-made structure, stretching over approximately 4,000 miles (6,400 km) from Shanhaiguan in the east to Lop Nur in the west, along an arc that roughly delineates the southern edge of Inner Mongolia, but stretches to over 4,160 miles (6,700 km) in total.
The Carl H. Lindner College of Business has been paying attention to China since 2001. Ten years ago, Larry Gales, academic director for international programs and associate professor of management, recognized the importance of making connections in China and began cultivating relationships with Chinese universities. “The truth is that [China] is immensely important to us for a lot of reasons,” Gales says. Changes in the Chinese economy in the past 30 years and especially the past 10 years are immense. China’s move from a closed, centrally planned system to a more market-oriented one has it playing a major global role—in 2010, China became the world’s largest exporter.* In short, says Gales, “It’s essential for students to get there whether or not they’re directly involved in doing business with China.”

A SHORT COURSE WITH LASTING IMPACT

Gales first visited China in November 2001 with Riall Nolan, then-associate provost and director of the UC Institute for Global Studies and Affairs, with the goal to launch a student/faculty exchange program with partner universities. This first trip resulted in an agreement with Southwest University of Finance and Economics in Chengdu. After several trips back to China, Gales had also established partnerships with Beijing Jiaotong University in Beijing and Jinan University in Guangzhou, and developed a short-course (two- to three-week) study abroad trip. The first group of UC MBA students went to China in September 2004. “This was really the first big step,” Gales says. Since then, about eight groups of students—both undergraduate and graduate—have traveled to China on short-course study abroad programs.

Currently, the short-course programs are the college’s primary opportunities for MBA students, undergraduate students, and faculty to get a bird’s-eye view of the Chinese culture and economy. The trips involve cultural visits, including the Great Wall of China; lectures at the host universities in Beijing, Chengdu, and Guangzhou; and on-site meetings at multiple businesses, including several with a connection to Cincinnati. In September 2010, the group visited a Hyundai plant, the Chinese office of Cincinnati-based GBBN Architects, a Coca-Cola plant, and Procter & Gamble. For the students, it’s a unique opportunity to get an inside track on Chinese culture and business.

“As a finance major, I hear companies are trying to capture some of the growth in China,” says Marvin P. Kolodzik Business Scholar Christopher Trimbach, BBA ’12. “I wanted to get under the hood and understand firsthand why capital is flowing to this country.” Before embarking on the September 2010 trip, Trimbach and his fellow course members studied basic Mandarin, Chinese history, customs, and mannerisms, and learned about business concepts, such as the importance of personal connections, reputation, respect, and the dynamic between superiors and subordinates.

For Mike Gabrels, MBA ’12, a part-time graduate student, the trip to China was a perfect opportunity to get international experience without planning the trip himself. “I always wanted to go from a cultural standpoint and was too nervous to go by myself,” says Gabrels. “[Through the short course] we visited Chinese companies and if I went by myself, it would have been hard to make those opportunities happen,” he says. But what impressed him the most was the chance to get up-close and personal with the Chinese students from host universities, who acted as translators and tour guides on their cultural

A section of the Forbidden City in Beijing at sunset. Built between 1406 and 1420, the palace complex served as the Chinese imperial palace until 1912. Today it is the Palace Museum showing artifacts from the Ming to the Qing Dynasties (14th to 20th centuries).
visits. "It was great to learn their perspectives and share an exchange of ideas," Gabrelski recalls. "It was interesting to see what their pressures were to get a good job. They know their economy is growing, but they don’t comprehend how many opportunities they have."

Trimbach also noted that meeting Chinese students was a highlight of the trip. In fact, he has stayed in touch with some of the students he met and made a connection with a Hong Kong bank that he hopes will translate to a future job. Moreover, he witnessed China’s growth in person. "The amount of growth I saw in China was shocking. It really made me think about how the job selection pool is truly global now, and how I’d like to position myself to be a part of that growth," he says.

EXPANDING THE RELATIONSHIP

Gales continues to enhance the short-course programs in China, which alternate every other year between undergraduate and graduate students. For example, he is in the process of forging agreements with new partner schools and adding different Chinese companies and Cincinnati-based firms with outposts in China to the mix, to add variety for faculty and lessen the hosting burden of partner companies.

In addition to the short-course program, the Lindner College of Business has established an exchange program. Typically, one or two faculty members from partner universities in China will come to the business college as visiting scholars. They interact with faculty on research projects and learn about the Western style of pedagogy, while honing their English skills. Recently, an administrator came from China for six months to better understand the academic needs of Chinese students coming to UC, English language and cultural
Although students and faculty are typically the only group members on the short-course study-abroad programs to China, alumni are always welcome. “We promote the program to alumni, but it’s a hard sell,” says Gales. “Integrating them with students is not always easy and it’s not really a vacation.”

But for business alumnus Bill Keating Jr., BBA ’76, MBA ’76, JD ’79, partner of Keating Muething & Klekamp PLL, and a member of the college’s Business Advisory Council, it was a great opportunity to learn more about the Chinese economy. “A lot of my clients are doing business in China, and this was a great way to learn how things operate there,” he says. It was also a chance to spend time with his son, Jack, manager, real estate business advisory services, PricewaterhouseCoopers, who joined him on the trip.

The experience really opened their eyes to the Chinese economy and people. “Everyone I saw, everywhere I went, everybody had a purpose and they were excited to tell you about what they were doing. It was inspiring,” Jack recalls. Bill adds that the trip helped dispel a lot of myths he had about the culture. In fact, his experience was so positive that he’s inspired to travel to other countries through the Lindner College of Business. “It creates the opportunity to visit countries not as a tourist, but as a businessperson/student to learn more about the business opportunities, the culture and the people,” he adds.

For more information on how you can join a short-course study-abroad trip to China, contact Larry Gales at lawrence.gales@uc.edu or Lee Armstrong at lee.armstrong@uc.edu.

Jenny S. Reising is a Cincinnati-based writer and editor.
The Carl H. Lindner College of Business continued to make progress on key elements of its strategic plan during the 2010–2011 academic year.

As part of university restructuring, the UC Board of Trustees approved the move of the Department of Economics from the McMicken College of Arts and Sciences to the business college effective July 1, 2010. Incorporating the department into the college strengthens the relationship with our finance and business analytics areas as well as provides a seamless experience for business students eager to explore economic issues and statistical methods.

In November 2010, the Association to Advance Collegiate Schools of Business (AACSB) reaccreditation team visited the college. Several college administrators presented data and information to the accreditation team during their day-long review.

In the accreditation team’s report, the committee appropriately acknowledged the college’s strengths. They include strong ties with the business community; innovative collaborations with other programs; international experiences; co-op; Carl H. Lindner Honors-PLUS and Marvin P. Kolodzik Business Scholars honors programs; specialized master of science programs; Business Pathways, Business FastTrack, and INTERalliance; opportunities for enhanced degree offerings; faculty commitment to success; integration of the economics department into the college; as well as plans to reward and support high-quality research.

In March 2011, the university approved the phase out of the college’s bachelor of science in hospitality management (BSHM) program, which moved to the college in fall 2010. The college will continue to serve currently enrolled or transition/transfer students with courses in the major through spring 2013, enabling all current students to complete their degrees.

In June 2011, the college graduated the first ACCEND MBA class of 18 students. The ACCEND program began through a partnership with the UC College of Engineering and Applied Science and combines an undergraduate engineering degree with an MBA in five years. The college is working on partnerships with other UC colleges to offer options that allow undergraduate students in many majors to declare their interest in an MBA or other business master’s degrees early in their college career.

With the success of the graduate certificate in marketing, launched in fall 2010, the college approved two additional graduate certificates—in international business and operations excellence—which will provide the latest business knowledge to working professionals or students from other disciplines, such as engineering, design and health sciences.

In our continued effort to add value to the business community, the college created two new centers. The UC Sales Center is dedicated to advancing the professional sales discipline through innovative courses, the new sales minor option, cutting-edge research and connecting with sales professionals in the community. In May 2011, 30 UC sales students visited the Cincinnati-headquartered Cintas Corporation, a supplier of uniforms and business services, to hear presentations by top executives, including Phillip Holloman, president and chief operating officer of Cintas. A pending partnership between UC and Cintas is designed to prepare business students for successful careers in sales.

The mission of the UC Center for Business Analytics (CBA) is to bring together business stakeholders, practitioners and a multidisciplinary group of faculty and students to educate and exchange ideas and best practices on how to apply analytical methods for enhancing business performance. In collaboration with its corporate members, the CBA accomplishes this through symposia, student projects and applied research focused on the use of techniques such as data visualization, data mining, predictive modeling, simulation and optimization.

The college partnered with the College of Allied Health Sciences to launch the master of health administration (MHA) for students who desire the skills to effectively lead and manage healthcare organizations, agencies and practices. The MHA utilizes a distance-learning approach with a limited on-campus residency component.

Online course sections were introduced to increase access and availability of targeted high-demand business classes. The college is taking care to ensure the distance learning options are pedagogically rigorous and the faculty well-trained in this delivery approach.

The college was a campus leader in finalizing preparations for the university conversion to a semester-based academic schedule in fall 2012. Viewing the conversion as an opportunity for program improvement and innovation, business faculty and administration revised courses and curriculum structures early on to ensure a seamless transition for both students and employers.

Led by Dean David Szymanski, the new dean’s office leadership team was named in spring 2011. Marianne Lewis continues as associate dean of undergraduate programs; Vivek Choudhury accepted the position of associate dean of graduate programs; and B.J. Zirger joined in the newly created position of associate dean of distance learning (see p. 37).

On June 21, 2011, the UC Board of Trustees voted to name the university’s business college in honor of business leader Mr. Carl H. Lindner, for his extraordinary support of the university and his legacy of entrepreneurship and excellence in business. “I have been blessed in so many ways in my lifetime, in my faith, with a wonderful family and a fulfilling career. I was incredibly surprised and moved when I heard of this great honor,” said Mr. Lindner. “It is indeed the culmination of all those things I’ve loved in my life: business, learning and community.” Dean David Szymanski sees the naming as an important milestone in the college’s mission. “We strive for nothing less than excellence, in line with Mr. Lindner’s philosophy. Seeing his name on our college will motivate our students, faculty and supporters to further greatness.”
All people benefit from the creation, understanding and dissemination of knowledge. That concept lies at the core of the university’s—and college’s—mission and vision. The mission is centered on people in a variety of manifestations. We are committed to:

- **Transforming lives through…**
  Dedicated student support via customized academic and career services advising, and rich business community relations through strategically focused centers—in critical areas such as economic development, family business, entrepreneurship, real estate and sales—that fuel business growth.

- **Transforming education through…**
  Experiential education that provides hands-on learning, particularly around such themes as leadership, innovation, and globalization. These experiences are integrated, flowing from a comprehensive first-year experience, through mid-collegiate professionalism to students’ capstone.

- **Transforming knowledge through…**
  Leading-edge research within and across disciplines that stimulates innovation and compels action across industries and in local, regional and international business communities.

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**NEW LEADERSHIP**

**Vivek Choudhury, PhD**, associate dean for graduate programs, is a professor of information systems and an SAP Fellow. His research interests include management of offshored/outsourced IT projects, trust in electronic commerce and knowledge management. He has published in journals such as *Information Systems Research*, *MIS Quarterly*, *Journal of Strategic Information Systems*, *Journal of Small Business Research* and *Competitive Intelligence Review* and currently serves as associate editor at *IEEE Transactions on Engineering Management*. Choudhury is co-founder and a member of the Board of Directors of the non-profit organization INTERalliance, which works with over 40 high schools and 30 corporations to create programs to build interest among high school students in choosing technology-based careers.

**Marianne W. Lewis, PhD**, associate dean for undergraduate programs, is a professor of management and director of the Marvin P. Kolodzik Business Scholars, a business honors program. She is an award-winning teacher and researcher, and her research explores paradoxes that both impede and enable innovation. Her paper, “Exploring Paradox: Toward a More Comprehensive Guide” received the Academy of Management Review Best Paper Award in 2000.

**B.J. Zirger, PhD**, associate dean for distance learning, is an associate professor of management. In the past five years, she has created curricular and educational experiences that span multiple colleges across the university. She is the college liaison for the biomedical-device engineering program and was the lead business faculty for the Solar Decathlon, a two-year collaborative among the colleges of DAAP, engineering, business and arts and sciences. From 2000–2006, she fostered the development and implementation of state-of-the-art videoconferencing, video-streaming and web-enhanced course capabilities within the college. In 2006 and 2007, she served as the interim director of the UC Center for the Enhancement of Teaching and Learning, which supports faculty and graduate students in their teaching mission. She is currently co-leading the university’s strategic planning effort to develop an academic information technology strategy that supports instruction and research in the forthcoming ten-year period.
MESSAGE FROM THE CHAIRMAN

This fall marks the first anniversary of David M. Szymanski's tenure as dean. I've been pleased in the last year to work with Dean Szymanski, not only integrating him into our business community, but also in supporting his many efforts to innovate and expand our reach as a leading business college. I'm proud to help him brag about our well-deserved recognition this past year, including:

Topping the list, our MBA program was named a “Top 10” in U.S. News & World Report’s list for highest financial value upon graduation. It’s no secret in today’s economy that return on investment is of paramount importance to professionals seeking an MBA. This ranking recognized the value-added benefit of the UC MBA program and puts us in a peer group that includes Texas A&M, the University of Florida, University of Georgia and Florida State.

The undergraduate program earned recognition from both U.S. News & World Report and Bloomberg Businessweek, reinforcing what our employers already know: Carl H. Lindner College of Business graduates leave UC ready to hit the ground running on day one.

As a council, we are honored to have the opportunity to provide leadership and guidance to Dean Szymanski as he implements new ideas at the Lindner College of Business. I encourage you to sustain the college's upward momentum by lending your support in any way you can.

Remember, when you are looking for top talent, reach out to the Career Services office at the Lindner College of Business in order to hire a graduate, intern or co-op student. Consider the Lindner College of Business for yourself as a place to continue your education or for a family member who is embarking upon his/her college career. You might also offer to share your career experiences with the next generation of business leaders by contacting a faculty member for a classroom visit.

The Lindner College of Business is in its ascendancy, but we will not get there by rankings alone. Although we are closing our seven-year campaign in 2013 with an already successful fundraising year in the making, we still have many needs unmet. Please help us to reach our goal by selecting from your favorite project or program at business.uc.edu/alumni-friends/campaign-priorities or by contacting the Office of Development at (513) 556-7023.

The Business Advisory Council looks forward to your interest, engagement and investment in the Carl H. Lindner College of Business.

Sincerely,

Tim Johnson, PhD
Chairman, Business Advisory Council

BUSINESS ADVISORY COUNCIL UPDATE

NEW MEMBERS

John B. Berding

is president of American Money Management Corporation.

American Money Management is the investment subsidiary of American Financial Group with approximately $25 billion of assets under management. Berding graduated from UC in 1985 with a BBA and from the University of Chicago in 1987 with an MBA. He began his career at American Financial as a co-op student while attending UC and has spent his entire career with American Financial. Berding and his wife, Susan, have been long time benefactors of the Carl H. Lindner College of Business and have recently endowed a scholarship in the Carl H. Lindner Honors-PLUS program.

Arnold C. Hanish

is vice president of finance and chief accounting officer for Eli Lilly & Company, founded by Eli Lilly in 1876 and now the tenth largest pharmaceutical company in the world. He joined the company as CEO in February 2000 after serving as an executive vice president and member of the managing committee of Firstar Bancorp (currently U.S. Bancorp). Fogarty performed varying executive management responsibilities for Firstar in areas including corporate operations, mortgage banking and merger integrations. Prior to joining Firstar in 1987, he was with Arthur Andersen & Co. in Cincinnati, where he specialized in commercial and regulated industries. Fogarty earned his BBA in accounting from UC in 1980.

Timothy J. Fogarty

is chief executive officer for West Chester Holdings, Inc., one of the world's largest suppliers of work gloves and other personal protective equipment.

He joined the company as CEO in February 2000 after serving as an executive vice president and member of the managing committee of Firstar Bancorp (currently U.S. Bancorp). Fogarty performed varying executive management responsibilities for Firstar in areas including corporate operations, mortgage banking and merger integrations. Prior to joining Firstar in 1987, he was with Arthur Andersen & Co. in Cincinnati, where he specialized in commercial and regulated industries. Fogarty earned his BBA in accounting from UC in 1980.
The Business Advisory Council provides advice, counsel and assistance to the leadership of the Carl H. Lindner College of Business. Composed of a cross-section of business leaders from the Cincinnati region and national business community, the council continues to help the college leadership team implement the strategic plan.

serving as the director of tax in the Indianapolis office from 1979 to 1984. Hanish is a member of the UC Alumni Association (Lifetime) and Charles McMicken Society (Bronze McMicken). Hanish graduated with a BBA in accounting in 1970.

Craig S. Lewis is senior vice president, global business insights and commercial operations, for Shire Pharmaceuticals. Previously, he served as senior vice president, ADHD business unit leader and senior vice president U.S. marketing. Lewis has more than 20 years of experience in both domestic and global healthcare marketing, sales and business management. Prior to joining Shire, he was senior director of marketing for Otsuka America Pharmaceutical. He began his career at Merrell Dow, where he held various sales and marketing positions. He also directed a global marketing team at Zimmer, Inc. and

Douglas W. Roeder is the managing director and leader in the U.S. financial services regulatory practice in the advisory business at PricewaterhouseCoopers. He spent 33 years as a senior bank regulator at the Office of the Comptroller of the Currency (OCC) in Washington, D.C., and served as the senior deputy comptroller for large bank supervision. Previously, he served as deputy comptroller for OCC’s large bank supervision, the OCC’s examiner-in-charge at Fleet Financial Group, Inc., in Boston, and the former Shawmut National Corp. in Hartford, CT. He served as field manager of the Boston office and held both regional and problem-bank analyst positions in the Chicago district office. He holds a BBA in finance from UC, and is a graduate of the Stonier Graduate School of Banking.

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Chairman, Cincinnati Equitable Life Insurance Co.

Edward J. Babbitt
Vice President & Senior Counsel, Western & Southern Financial Group

Norman R. Baker, PhD
President & CEO, Integral Analytics, Inc.

Karen B. Bankston, PhD
President & CEO, KDI & Associates

Walter Beckley II
Morton Salt Group (Retired)

John B. Berding†
President, American Money Management Corporation

Elroy E. Bourgraf
Chairman, Ferno Washington, Inc.

Robert R. Buck
Chairman & CEO, Beacon Roofing Supply, Inc.

James E. Bushman
Chairman, CEO & Director, Cast-Fab Technologies, Inc.

Kerry R. Byrne
Executive Vice President, Total Quality Logistics

Philip D. Collins
Founder & CEO, Orchard Holdings Group, LLC

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Ernst & Young (Retired)

Robert L. Fealy
President, COO & Director, The Duchossois Group

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(Retired)

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Gary F. Simmons
President & CEO, Gerber Childrenswear LLC

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Vice Chairman, Corsair Capital, LLC

Steve J. Valerius
President, Union Central Life Insurance Company

Ellen G. van der Horst
President & CEO, Cincinnati USA Regional Chamber

Mark R. White
CFO, SAP North America

Steven A. Wilson
VNU Advisory Services (Retired)

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Marvin P. Kolodzik

David M. Lance

Louis H. Lauch Jr.

Jerry P. Leamon

Douglas W. Roeder

Craig S. Lewis

‡ new since last update
Despite the national trend of declining b-school enrollments, the Carl H. Lindner College of Business experienced increased undergraduate and graduate headcounts, following UC’s overall growth trend. Collegiate restructuring—such as the transfer of new programs to the college—accounts for the slight decrease in freshman retention. Continued innovation of offerings will provide sustaining positive impact for the future.

1 Fall Quarter 2011 includes the Department of Economics, but prior years do not include the department.

2 Instructional Full-Time Equivalent (FTE) is total credit hours produced divided by 15, which represents a full-time student’s credit-hour load.
3 Includes Metro Rate tuition-eligible residents of Indiana and Kentucky.
Despite economic challenges and uncertainties during fiscal year 2011, the Carl H. Lindner College of Business remained committed to providing the highest quality educational experience to our future business leaders. The college focus continues to promote accountability by improving efficiency and productivity, while still investing in quality programs and services.

### GENERAL FUNDS EXPENDITURES SUMMARY

<table>
<thead>
<tr>
<th></th>
<th>FY11</th>
<th>FY10</th>
<th>INCREASE/DECREASE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Faculty Salaries</td>
<td>$9,809,482</td>
<td>$9,201,332</td>
<td>$608,150</td>
</tr>
<tr>
<td>Staff Salaries</td>
<td>$2,235,059</td>
<td>$2,058,029</td>
<td>$177,030</td>
</tr>
<tr>
<td>Student Salaries</td>
<td>$799,295</td>
<td>$805,197</td>
<td>-$5,902</td>
</tr>
<tr>
<td>Benefits</td>
<td>$4,209,193</td>
<td>$3,920,916</td>
<td>$288,277</td>
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<tr>
<td><strong>TOTAL PERSONNEL</strong></td>
<td>$17,053,029</td>
<td>$15,985,474</td>
<td>$1,067,555</td>
</tr>
<tr>
<td>Operating</td>
<td>$606,100</td>
<td>$600,628</td>
<td>$5,472</td>
</tr>
<tr>
<td>Scholarships</td>
<td>$2,158,613</td>
<td>$2,137,348</td>
<td>$21,265</td>
</tr>
<tr>
<td>Transfers</td>
<td>$6,500</td>
<td>$29,795</td>
<td>-$23,295</td>
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<tr>
<td><strong>TOTAL NON-PERSONNEL</strong></td>
<td>$2,771,213</td>
<td>$2,767,771</td>
<td>$3,442</td>
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<tr>
<td><strong>GRAND TOTAL</strong></td>
<td>$19,824,242</td>
<td>$18,753,245</td>
<td>$1,070,997</td>
</tr>
</tbody>
</table>

1 Does not include the Department of Economics, which transferred to the college effective July 1, 2011.
2 FY10 restated to correct previously reported expenses of $19,859,929.
### Designated Funds Expenditures

<table>
<thead>
<tr>
<th></th>
<th>FY11</th>
<th>FY10</th>
<th>INCREASE/DECREASE</th>
</tr>
</thead>
<tbody>
<tr>
<td>ITIEF(^3)</td>
<td>$949,778</td>
<td>$749,111</td>
<td>$200,667</td>
</tr>
<tr>
<td>International Business</td>
<td>$227,720</td>
<td>$246,005</td>
<td>-$18,285</td>
</tr>
<tr>
<td>Other Designated</td>
<td>$488,986</td>
<td>$433,767</td>
<td>-$55,219</td>
</tr>
<tr>
<td><strong>GRAND TOTAL</strong></td>
<td>$1,666,484</td>
<td>$1,428,883</td>
<td>$237,601</td>
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</tbody>
</table>

### Designated Funds Expenditures Pie Chart

- ITIEF: 57.0%
- International Business: 13.7%
- Other Designated: 29.3%

### Endowment and Gift Expenditures

<table>
<thead>
<tr>
<th></th>
<th>ENDOWMENTS</th>
<th>GIFTS</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Scholarships</td>
<td>$603,404</td>
<td>$255,286</td>
<td>$858,690</td>
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<tr>
<td>Operating</td>
<td>$1,811,633</td>
<td>$1,814,829</td>
<td>$3,626,462</td>
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<tr>
<td><strong>GRAND TOTAL</strong></td>
<td>$2,415,037</td>
<td>$2,070,115</td>
<td>$4,485,152</td>
</tr>
</tbody>
</table>

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\(^3\) Information Technology and Instructional Equipment Fee (ITIEF)
With your gifts we fund scholarships, attract and retain the finest faculty and enrich learning through cutting-edge classroom and real-world experiences as well as provide the finest facilities and technology available. The following charts reflect the college’s endowment and donor resources from July 1, 2010, to June 30, 2011. For the Carl H. Lindner College of Business Honor Roll of Donors, please visit business.uc.edu/honor-roll.

**NEW COMMITMENTS OF PRIVATE SUPPORT**

<table>
<thead>
<tr>
<th></th>
<th>FY07</th>
<th>FY08</th>
<th>FY09</th>
<th>FY10</th>
<th>FY11</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dollars in Millions</td>
<td>2.6M</td>
<td>16.3M</td>
<td>10.9M</td>
<td>4.3M</td>
<td>5.7M</td>
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</table>

**DONOR COUNT**

<table>
<thead>
<tr>
<th></th>
<th>FY07</th>
<th>FY08</th>
<th>FY09</th>
<th>FY10</th>
<th>FY11</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Donors</td>
<td>1925</td>
<td>2116</td>
<td>2250</td>
<td>2236</td>
<td>2393</td>
</tr>
</tbody>
</table>

**1906 SOCIETY DONORS (INDIVIDUAL GIVING OF $1,000+)**

<table>
<thead>
<tr>
<th></th>
<th>FY07</th>
<th>FY08</th>
<th>FY09</th>
<th>FY10</th>
<th>FY11</th>
</tr>
</thead>
<tbody>
<tr>
<td>Members</td>
<td>178</td>
<td>213</td>
<td>189</td>
<td>170</td>
<td>223</td>
</tr>
</tbody>
</table>

**ENDOWMENT MARKET VALUE**

<table>
<thead>
<tr>
<th></th>
<th>FY07</th>
<th>FY08</th>
<th>FY09</th>
<th>FY10</th>
<th>FY11</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dollars in Millions</td>
<td>43.2M</td>
<td>40.9M</td>
<td>29.5M</td>
<td>28.0M</td>
<td>34.1M</td>
</tr>
</tbody>
</table>
BOLD VISION
Aligned with the university's strategic plan, our vision is to be a leading business college. To reach that vision, we develop our students into collaborative, creative and global business leaders. As a highly valued partner for our business community, we will be an engine for innovation and a catalyst for growth in Greater Cincinnati and beyond.

AMBITIOUS GOALS
The successful completion of this campaign will provide additional private support for several key college goals.

► Enrich the Lindner College’s thriving academic programs and centers, providing needed expertise to our graduates, the business community and beyond.

**Program Support & Academic Centers**
$30 million

► Increase support for high-achieving students through our undergraduate honors and graduate programs, with further enhancements to our Kolodzik Business Scholars program, continued support of our Lindner Honors-PLUS program and forward momentum in high-caliber master’s degree enrollment.

**Lindner Honors-PLUS & Kolodzik Business Scholars**
$15 million

**Services Support**
$5 million

► Upgrade infrastructure with renovations to Lindner Hall to provide an improved venue for prominent speakers and events, offering students and the community amenities consistent with top business programs.

**Lindner Hall Renovation, Improvement & Expansion**
$10 million

► Honor Mr. Lindner through the Friends of Carl H. Lindner Society to transform the Lindner College of Business by recruiting and retaining top-tier faculty and the best and brightest student leaders, while updating the college’s campus facilities.

**Friends of Carl H. Lindner Society**
$15 million

Services Support
$5 million

Establish a strong, competitive foundation for faculty research and scholarship, with endowed chairs and professorships.

**Endowed Chairs & Professorships**
$15 million

COLLEGE CAMPAIGN GOAL
$75 Million

TO DATE: $44.2M
GOAL $60M
STRETCH $75M

1 Friends of Carl H. Lindner Society gifts are counted among campaign priorities.
2 Total as of June 30, 2011.
Who is your role model and why?

My great-grandfather. He was on his own at a very early age. He valued education but wasn’t able to get the formal education he desired. He spent his whole life learning as much as he could and passing it on to others. He instilled in me a desire to continue learning every single day, go to college no matter what and to never give up. I think his proudest day would have been when I graduated from UC because I was the first person in my extended family to get a four-year degree.

What are your natural strengths and how have they contributed to your success?

I am glad you didn’t ask about my opportunities, or we would be here all day! I am fortunate to have had assignments that really enabled me to effectively use my strengths. First, I am able to break complex problems into smaller, more manageable pieces. Regardless of what the issue is, it’s key to get people working on manageable chunks versus trying to solve the whole problem at once. Second, I bring an expertise to help teams align and focus on the few most important priorities. A shared goal is a great enabler for each team member to step up, lead and deliver the unique capability and results they bring to the business.

What is your proudest career moment?

I was part of the global leadership team in baby care that took over a tough business in the early part of the last decade. We had made some missteps on the business in the mid-1980s...and had not delivered the results over that period that the company needed from us. During the first decade of the new century, we expanded our global market share, Pampers grew three-fold in sales and we made major progress in North America. It was a thrill to be part of this turnaround and to work with an amazing team.

What is the most influential/favorite book you’ve ever read?

I love reading so that’s a tough one, but I have three that stand out. The Bible is first. It’s timeless and a roadmap for me on how to try and live a life I can look back on and be proud of. I fall short every day in my personal journey, but I know that grace is there to pick me up. Good to Great by Jim Collins is the best business book I’ve ever read. Again, a terrific roadmap with seven practical principles for what separates good from great businesses. Finally, I love history and John Adams by David McCullough is an amazing piece of work, portraying Adams in a way that is human and honest. His passion for his country and desire for sacrifice to leave something behind was amazing.

You served as chairman of the Cincinnati/Northern Kentucky Division of the March of Dimes from 2006 to 2008, and have been a member of the national board since 2010. What has been the most rewarding experience during your service?

It’s an incredible organization that is all about babies getting off to a healthy start in life. The U.S. has one of the highest infant mortality rates of any industrialized country in the world—which is a travesty—and one in eight babies is born prematurely. To see these numbers decrease with the progress in research and programs to help combat prematurity is fantastic. And when you meet families whose lives were impacted because of this, you see the power in the mission.

If you were able to provide one-on-one mentoring to a student today, what advice would you give him/her?

First, become a citizen of the world. In his book The World is Flat, Thomas Friedman talks about how kids today don’t just compete with kids in the “NATO” block for jobs/opportunities, they compete with Chinese, Indians, Siberians, etc. The days of an economy, or company, totally insulated from the world are over. Either embrace it or be frustrated for the rest of your working life. Second, I would tell them to work hard now, work smart later. Someone gave me this advice when I started at P&G and I have embraced it and lived it. There will always be someone better or smarter than you in something. However, there doesn’t have to be someone who works harder than you. You will be rewarded for this early effort many times over during the course of your career.

What are your fondest memories of your time at UC?

Friendships. To this day, I am connected to a core group of about 20 friends from college. I love those guys for who they are, not what they do or have. That is the mark of true friendship and it started for us on campus.

If you could grant any wish for the college, what would it be and why?

We have so much to offer as a university, college and city. We have a number of Fortune 500 companies that call Cincinnati home. We can and should be a top 20 program and a destination choice for top students—I hope to see that one day.

EXECUTIVE SUMMARY

The inside perspective—both business and personal—from an alumnus, friend and supporter of the college and university.

KIRK PERRY is president, global family care, for the Procter & Gamble Company. He has been with the company since graduating from UC in 1990 with a BBA in finance and marketing. He started his career with P&G in marketing and became a general manager in 2001. Perry spent six years of his career in Asia with three-year assignments in both South Korea and Japan.

He is actively involved with UC today, serving as the chair of the marketing and communications committee for the UC Foundation and has been a loyal UCATS member since graduation. He, along with his family, endows a scholarship for Carl H. Lindner Honors-PLUS program and until recently served as the leader of the P&G UC recruiting team.

Perry was UC’s Homecoming King in 1989, Mr. Bearcat in 1990 and was the Outstanding Graduate and Marketing Student from the Lindner College of Business in 1999. Perry and his wife Jacki have four children. Outside of work and family, he serves on the national board of the March of Dimes and the Citylink foundation as well as coaches youth sports.
I am Proudly Cincinnati

“UC taught me how to use my competitive spirit to gain an edge in my professional life.”

Joshua Schneider
Class of 2010
BBA, Marketing & Finance
UC Swim Team and 2012 Olympic Hopeful
American Record Holder in 50-meter Freestyle

Giving today’s students the skills to be tomorrow’s leaders.

MAKE YOUR GIFT AND LEARN MORE AT proudlycincinnati.org