Kirk Perry
Google's President of Brand Solutions helps the world's largest brands develop their digital advertising strategies

Lindner on the Rise
Cincinnati MBA earns nation's biggest three-year rankings jump in U.S. News & World Report

Classroom to Boardroom
Cincinnati ranked among the Top 25 schools producing the most Fortune 500 CEOs
Each summer, I reflect on the previous academic year, and I’m proud to once again say that it has been a historic year at the University of Cincinnati Carl H. Lindner College of Business. Once again, we set a new all-time record for student applications and once again, both our undergraduate and graduate programs received national acclaim from a variety of sources, including U.S. News & World Report and Bloomberg Businessweek.

Because our number of applications, enrollments and accolades have risen significantly for several consecutive years, and we have considerably outgrown the capacity of our current space, the University of Cincinnati Board of Trustees recently approved the construction of a new business school building. We’re still in the early phases but world-renowned Henning Larsen Architects is designing a state-of-the-art facility that will bring new and innovative technologies to our students, faculty and partners. The new building will be approximately 225,000 square feet and is scheduled to open in fall 2019.

We’ll certainly need all of that additional space as our school continues to grow. We just set a new all-time record for the number of freshman applications received and this year’s incoming freshman class is the largest Lindner has ever welcomed. The fact that our school moved up 16 spots in the most recent Bloomberg Businessweek undergraduate business school rankings will only serve to increase those numbers in 2017.

Not to be outdone, both our full-time MBA program and our part-time MBA program have earned the largest three-year rankings jumps of any MBA program in the United States in U.S. News & World Report. Additionally, our online MBA program was recently ranked one of the Top 15 online MBA programs in North America by CEO Magazine.

I, and all of the faculty and staff at the University of Cincinnati Lindner College of Business, are certainly proud of the above accomplishments, but we know that our jobs are far from finished. We’re better today than we were yesterday, but we need to ensure that we are even better tomorrow if we are to truly achieve our goal of becoming one of the nation’s preeminent business schools. With the continued support of our alumni, partners and supporters and with the tireless efforts of our students, faculty and staff, I know that we can and will achieve our goal because that’s the Lindner way.

Thank you,

Dean David M. Szymanski, PhD
THE UNIVERSITY OF CINCINNATI has selected the globally-renowned firm of Henning Larsen Architects from Copenhagen, Denmark, to be the design architects of the four-story, 225,000-square-foot future home of the Carl H. Lindner College of Business.

The firm is famous across Europe for signature buildings like the Microsoft Domicile in Denmark, Siemens Headquarters in Munich, Frankfurt School of Finance & Management, Copenhagen Business School, Hanazhou East Lake Opera and the Busan Opera.

“We are thrilled to work with a global leader on a project that will truly be transformational,” says David Szymanski, dean of the Lindner College of Business.

Cincinnati firm KZF Design was chosen to be the architect of record and will work closely with Henning Larsen to implement the grand vision of the new business school.

The designs, which are being finalized by the UC Board of Trustees, feature a building with glass facades, a grand atrium and lobby, open workspaces, a courtyard, a large café, lecture spaces, a teaching lab and more.

The project is still in the design and planning phase, but UC envisions a fall 2019 opening of the new building.
UC Student Body President Among Long List of Lindner Students to Take the Helm

Fresh off a six-week study abroad adventure in South America, Mitchell Phelps, BBA 18, was sworn in by former University of Cincinnati President Santa Ono in front of hundreds of fellow students, faculty and staff at the 2016 Main Street Stride event.

Mitchell, a third-year Marketing and International Business major, is the latest among a long list of Lindner College of Business students elected to lead the University of Cincinnati’s Student Body. His ‘OneUC’ campaign platform aims to embrace individual differences and seeks to connect the UC community.

“We would like to continue to celebrate those differences but also remind everyone that we are all connected,” Phelps says.

Phelps is no stranger to hard work. He transferred into the highly competitive Carl H. Lindner Honors-PLUS program during his freshman year and earned a spot in UC’s Student Government First Year Leadership Program, where he was mentored by then 2013 Student Body President (and Lindner MBA alum) Joe Blizzard. Phelps went on to serve as an At-Large Senator and then as Treasurer.

“I gained so much knowledge from this experience, especially in-depth knowledge of how student government works from the inside-out,” he says.

With this unique perspective on student government, Phelps kicked off his presidency with an impressive list of goals: creating a mid-year scholarship program, establishing mental health ambassadors, developing a petition process for students with ideas or campus concerns and creating a space for international students to gather.

Meanwhile, Phelps continues to hone his business skills through cooperative education and study abroad. He’s already traveled to Argentina, Brazil, Chile, Guatemala and Israel and gained real-world experience while working at Morgan Stanley, FRCH Design Worldwide and SpiceFire/LPK. Phelps is also a member of Kappa Alpha Psi, Fraternity Incorporated, Management Leaders for Tomorrow and Business Fellows at Lindner.

Upon graduation, Phelps plans to pursue a career in brand management and hopes to someday start his own company.

University of Cincinnati Team One of 30 Global Finalists in Elon Musk’s Hyperloop Competition

Graduate students from the University of Cincinnati Lindner College of Business and the UC College of Engineering and Applied Science advanced to the final round of the SpaceX Hyperloop Pod Competition.

Hyperloop is a solar-powered high-speed inner-city transportation idea of Elon Musk that transports people at high subsonic speeds via a pod propelled through a 12-foot diameter tube. Musk is the founder, CEO and CTO of SpaceX and co-founder, CEO and product architect of Tesla Motors.

Members of the Hyperloop UC team first submitted their preliminary design to best an initial pool of more than 1,000 applications from around the world. They then advanced to compete against 124 teams from 20 countries at the Hyperloop Design Weekend held at Texas A&M in January 2016. Hyperloop UC advanced to the final round and will compete against 30 opponents at the one-mile SpaceX Hyper track in Hawthorne, California, in January 2017.

Lindner MBA student Sid Thatham, who is also a graduate chemical engineering student, says “Our team has focused on every aspect of the Hyperloop, from the station design to the minute details of levitation, aerodynamics control systems, etc. Moreover, we have incorporated many unique features into our final design.”

About Mitchell Phelps

Age
21

Hometown
Mansfield, Ohio

Double Major
Marketing and International Business

Business Honors Program
Carl H. Lindner Honors-PLUS

Cooperative Education
Morgan Stanley
FRCH Design Worldwide
SpiceFire/LPK

Study Abroad Destinations
Argentina, Brazil, Chile, Guatemala and Israel

by Matt Crone
The Lindner College of Business, along with 600 business professionals, celebrated its 31st annual Cincinnati Business Achievement Awards by honoring local business leaders for their contributions to community service and achievement.

Honors went to:

- Robert R. Buck, BBA '70
  Chairman, Beacon Roofing Supply
  Chairman, Multi-Color Corporation
  Carl H. Lindner Award for Outstanding Business Achievement

- Kay Geiger
  President, PNC Bank, Greater Cincinnati/Northern Kentucky
  Distinguished Service Award

- Johnson Investment Counsel
  Business Partnership Award

- PACsetter Award winners
  Gary J. Cornwall, BA ’10, MA ’12
  Lindner PhD candidate, Economics
  Clarissa K. Niese, BBA ’04
  Chief Marketing Officer, Executive Vice President, Tire Discounters, Inc.
  Shashank Saxena, MBA ’08, MS ’08
  Senior Director, Special Projects—Strategy and New Business Development, The Kroger Company
  Janelle Wichmann, BBA ’13
  Senior Assistant Brand Manager, The Procter & Gamble Company
  Carl H. Lindner Scholarship
  Morgan Eberle, BBA ’17
  Accounting and Information Systems

For information on the upcoming 32nd annual Cincinnati Business Achievement Awards, visit business.uc.edu/businessachievement.

“Could it change the fitness world? Is it a product people will buy? Can I leave them remembering me and what I said?” These questions raced through Lindner College of Business freshman Grant Meeker’s thoughts as his team pitched their patent-pending product to investors at the University of Cincinnati’s IQ E-Pitch. The annual innovation competition is open to all undergraduate and graduate students across campus; 45 of the teams were first-year business students.

As part of Project Innovation, a requirement in the second semester for Lindner freshmen, Meeker rallied a team of 11 classmates to turn his idea into a marketable item.

“I was in the basement working out, and I realized that the max weight dumbbells simply were not heavy enough for me anymore,” explained Meeker. “Instead of spending money on a new set, we thought ‘Why don’t we just connect two of them together?’”

The solution: Dumbbell Connect, a weightlifting accessory that connects two previously owned dumbbells using a double-hooked frame and a Velcro strap.

The team applied for a patent after determining weightlifters would save enough money using their product to incentivize the purchase of Dumbbell Connect. Investors agreed. A finalist in IQ E-Pitch, Meeker’s team placed second among 500 participants and was awarded start-up funding.

“IQ E-Pitch was the highlight of my freshman year,” smiled Meeker, who attributes his win to his father, his teammates, and Project Innovation Professor Catalin Macarie. “Professor Macarie’s constant advice and encouragement for my group was wonderful, and I wouldn’t have succeeded the way I did without his support.”
LINDNER

VISITORS by the numbers

BY PAGE E. MALOTT

TOTAL NUMBER OF SPEAKERS TO VISIT LINDNER LAST YEAR
342

TOTAL NUMBER OF FORTUNE 500 COMPANIES VISITED WITH STUDENTS
148

TOTAL NUMBER OF SPEAKERS TO MEET WITH OUR STUDENTS
68

TOP 10 CLASSES WITH MOST VISITORS

1. Entrepreneurship
2. Strategic Marketing
3. International Business
4. Management
5. Economics
6. Finance
7. Operations Management
8. Information Systems
9. Accounting
10. Marketing

Largest number of leaders in one classroom
9

FACEBOOK DIRECTOR OF CONSUMER INSIGHTS, ERIN SILLS, BBA ’88, SPENT THE DAY WITH MARKETING AND MBA STUDENTS AND LUNCHED WITH LINDNER WOMEN IN BUSINESS.

CHRISTIAN CHABOT AND CHRIS STOLTE, CEO & CDO OF TABLEAU DATA VISUALIZATION SOFTWARE, SPEAK WITH ANALYTICS STUDENTS.

ALUMNUS AUSTIN ALLISON SPEAKS WITH HONORS STUDENTS ABOUT LAUNCHING A TECH STARTUP AT AGE 24, THEN SELLING IT TO ZILLOW FOR $108 MILLION.

JOHN HILL, HIGHER EDUCATION EVANGELIST AT LINKEDIN, SHARES HIS PHILOSOPHY OF BEING YOUNG, SMART AND GLOBAL AT HEART WITH ENTREPRENEURSHIP STUDENTS.

UBALDO SCARDICCHIO, EXECUTIVE ENGINEER AT GE AVIATION, ADVISES 40 GROUPS OF FRESHMEN INVENTORS AT THE UNIVERSITY OF CINCINNATI’S ELEVATOR PITCH COMPETITION.

LAURIKINN HENRY, VICE PRESIDENT OF THE FEDERAL RESERVE BANK OF CINCINNATI, DISCUSSES CINCINNATI’S REGIONAL OUTLOOK WITH ECONOMICS STUDENTS.

JOHN ROBBINS RUSSELL, CONDUCTOR FOR THE CINCINNATI POPS ORCHESTRA, SPEAKS TO INNOVATION STUDENTS ABOUT REINVENTING CLASSICAL MUSIC FOR YOUNG PEOPLE.

LAVAUGHN HENRY, VICE PRESIDENT OF THE FEDERAL RESERVE BANK OF CLEVELAND, DISCUSSES CINCINNATI’S REGIONAL OUTLOOK WITH ECONOMICS STUDENTS.

SUNY CORNING INSTITUTE OF TECHNOLOGY, HONORS STUDENTS ABOUT LAUNCHING A TECH STARTUP AT AGE 24, THEN SELLING IT TO ZILLOW FOR $108 MILLION.

FACEBOOK DIRECTOR OF CONSUMER INSIGHTS, ERIN SILLS, BBA ’88, SPENT THE DAY WITH MARKETING AND MBA STUDENTS AND LUNCHED WITH LINDNER WOMEN IN BUSINESS.
The University of Cincinnati Lindner College of Business made the list of top schools producing the most Fortune 500 CEOs. The BestColleges.com 2016 list ranked Lindner No. 22 (No. 7 among public universities) for having among the most alumni who climbed to the top of the corporate ladder.

Carl H. Lindner III and S. Craig Lindner, Co-CEO/President/Director
American Financial Group, Inc

Brothers Carl Lindner III, BBA ’75, and S. Craig Lindner, BBA ’77, run AFG, the Fortune 500 insurance company that serves niche industries in more than 100 locations throughout North America and Europe. Carl is also the majority owner and CEO of FC Cincinnati, the new United Soccer League club that began play this year in Cincinnati. He is a member of the Alfalfa Club, one of the most prestigious organizations in Washington D.C.; president of The Commercial Club in Cincinnati; and one of the founding elders of Horizon Community Church.

Craig served on the boards of directors of several public companies, including National City Corporation; Provident Financial Group, Inc.; Cricasters, Inc.; and Spelling Entertainment Group, Inc. Craig and his wife Frances launched the Lindner Center of Hope, an award-winning mental health treatment center.

Roger Newport, CEO, AK Steel

Since joining AK Steel in 1985, Roger Newport, BBA ’88, has advanced through various financial, sales and marketing roles to the top position as CEO of the Fortune 500 world leader in steel products. Newport served as the Chief Financial Officer of AK Steel from 2012 until he took over as CEO in January 2016. He also serves on the board of the Cincinnati USA Regional Chamber.

Michael Paxton, CEO, MJP Growth Advisors

Michael Paxton, BBA ’64, MBA ’70, capped a 30-year career as CEO of several big-name consumer goods companies: Haagen-Dasz, Sun Beam, O-Cedar Holdings and Chamilia, Inc. With a wealth of leadership experience, he started his own consulting firm that specializes in business turnarounds.

John Barrett, CEO, Western & Southern Financial Group

John Barrett, BBA ’71, is President and CEO of Fortune 500 insurance giant Western & Southern Financial, a Cincinnati-based diversified family of financial services companies with assets in excess of $53 billion.

Nationally, Barrett serves as a director of the American Council of Life Insurers (former chairman) and he is a member of The Business Roundtable and the Financial Services Roundtable (Director since 2012), all in Washington, D.C. In 2009, Barrett was inducted into the Junior Achievement Greater Cincinnati & Northern Kentucky Business Hall of Fame. He also was named the most influential person in the Greater Cincinnati area by Cincy magazine in its annual Power 100 list and received the Lifetime Achievement Award from the Association for Corporate Growth’s Deal Maker (AGC Cincinnati).

Paul Polman, CEO, Unilever

Paul Polman, MBA ’79, MA-Economics ’79, is the CEO of the Fortune Global 500 consumer goods giant Unilever.

At Unilever, Polman implemented a growth and sustainability business model that reduced the company’s environmental footprint through a conservation of resources while realizing a 30% growth rate. Because his work exemplified an innovative mindset and meaningful contribution to society, he was chosen to be one of the first 100 AACSB (the global accrediting body and membership association for business schools) Influential Leaders. Polman’s corporate sustainability efforts also earned him the United Nation’s highest environmental accolade, the Champion of the Earth Award.
Kirk Perry believes in miracles. A miracle is what led Perry, BBA ’90, from a life of poverty in Detroit, Michigan, to graduating from the University of Cincinnati Lindner College of Business.

In those early childhood years, life became a struggle when both of his parents lost their jobs at the Ford Motor Company.

“We ran out of money before we ran out of month,” he recalled his dad saying of the welfare check that never quite seemed to stretch far enough.

Hard times led the Perry family to move to Cincinnati for a better life for Kirk and his three siblings, but living in a trailer park was no picnic. He endured ridicule and the hardship to make ends meet prolonged.

Finances eventually did improve with a move to Indiana and then back to Cincinnati, but Perry’s family didn’t have money for college. So Perry went to work after he graduated high school. For two years, he managed a Wendy’s restaurant near Oxford, Ohio, before enrolling at the University of Cincinnati in 1986.

Somehow he juggled a 40-hour work week and still earned a 4.0 GPA. Halfway through his sophomore year, the financial burden became too great; and he planned to drop out.

‘My UC Angels’

Perry shared his plans with now retired Business Law Professor Ilse Hawkins and Clyde Parrish, then assistant dean of Undergraduate Programs at the Lindner College of Business. Seeing the potential before him, Parrish left the room, came back 10 minutes later and offered Perry a full scholarship on the spot. The gift had a stipulation: “that I make the UC campus a better place before I graduate,” Perry says.

For Perry, the gift was nothing short of a miracle. The kindness of his “UC angels” allowed him to stay enrolled at the University of Cincinnati and finish his degree as well as cut down on work and “participate in all the opportunities UC had to offer.”

“It changed the trajectory of my life,” he says. “People at UC saw potential in me that I didn’t even see in myself.”

Perry, who majored in marketing and finance at UC’s Lindner College of Business, joined “every group imaginable,” he says. He was president of UC’s Student Government, UC’s Homecoming King in 1989, Mr. Bearcat in 1990, and was Lindner’s Outstanding Undergraduate and Outstanding Marketing Student of the Year in 1990. Perry was a member of Sigma Sigma, Phi Delta Theta, Men of Metro, Mortar Board and Omicron Delta Kappa (ODK).

“‘We’re really trying to change the world and make it a better place. That’s very exciting.’

— Kirk Perry on the span of Google’s innovation, from self-driving cars to glucose-detecting contact lenses
A Leader is Born

At Lindner, what he learned outside the classroom was equally important to what he learned inside, Perry says. As a result of his extracurricular involvement, Perry had the opportunity to work alongside UC’s former top brass: President Joseph Steger, Provost Norm Baker, and Dean of Students Tom Wagner. He and Wagner created an alternative Spring Break of community service in Harard, Ky.

The well-rounded academic experience Perry gained at the Lindner College of Business positioned him for a successful career—first at the consumer products giant Procter & Gamble and then at Google, the multinational technology company specializing in internet services.

During his 23-year career at Procter & Gamble, Perry led the marketing efforts of some of the world’s most iconic brands (including Pampers, Tampax, Bounty, Charmin and Puffs). He rose to become the youngest of 20 business unit presidents and was considered a top candidate on the fast track to CEO.

While climbing the career ladder, Perry moved his family (wife Jacki and four children) to live in South Korea and later Japan to direct the marketing outreach of P&G’s Baby Care Division in Asia.

Perry was enthusiastic to start his first international assignment. He worked from dawn until midnight every day. A few weeks into the assignment, one of his employees came to him and said “you’re killing us. It’s 10:30 at night on a Thursday and there are 30 marketers still working in the office.”

Perry hadn’t realized that in South Korea employees don’t leave the office until after the boss does. He immediately told his staff they didn’t need to be there and tried to send them home, but they stayed and the same employee told him, “We won’t expect you to be Korean; don’t expect us to be American.”

From that moment, Perry adopted a global mindset and dove into learning about his new culture as much as his new business. Once he understood the way of thinking of his international consumers and employees, he and his team thrived.

“We achieved a profit in baby care for the first time ever, expanded our global market share and Pampers grew threefold in sales,” Perry says of his role in regaining market leadership and bringing new products to life.

Upon his return to the U.S. in 2003, he was tapped to run one of Procter & Gamble’s largest businesses in North America and was named vice president of the Baby Care division for five years and then vice president of U.S. Operations & North America Media & Marketing.

In these new roles, Perry continued to work hard. Once again it paid off with a positive turnaround.

A highlight during his career came when Procter & Gamble sponsored the 2012 Olympics. Perry oversaw the highly successful Thank You, Mom campaign that featured the moms of Olympic athletes. The marketing campaign was a huge success and, according to P&G, delivered an estimated $200 million in incremental sales in the U.S. alone.

California Dreaming

In 2011, Perry was promoted to president of the Global Family Care division. He brought his senior leadership team to California to visit Google to learn about innovation in the tech industry and how it differs from the consumer products industry.

“There was a mutual spark and the dance began,” he says of the courtship to entice Perry to work at Google.

The decision to leave good friends, a great life and a job in Cincinnati was not easy. He and his family took the plunge in 2013 and moved across the country to California’s Silicon Valley.

As Google’s first-ever Silicon Valley CMO, Perry’s focus was to build a healthy lifestyle.

“I learned not to see my struggles as an interruption to life but as preparation for what lies ahead,” he says.

For all of Perry’s career success, he considers his greatest accomplishment to be that of helping others achieve their goals and dreams. He hopes to be the miracle in someone else’s life just like the University of Cincinnati was for him.

“I hope to inspire people to be a better version of themselves,” he says.

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It’s been almost 30 years since Professor Rajan Kamath left a successful career in corporate planning at BEL, one of India’s largest electronics manufacturers, to pursue his passion in the United States. Since that time, Kamath has been teaching the art of strategy to undergraduate students, graduate students and corporate clients alike because he feels that whether or not a company has and implements an effective strategy is the single most important factor in its ultimate success or failure.

Kamath earned his Doctorate in Corporate Strategy from the University of Michigan in 1988 and then brought his unique skill set to the University of Cincinnati Lindner College of Business with the goal of crafting a new type of curriculum focused on providing students with real-world, hands-on experience in the world of business.

Over the years, he’s honed his courses, adding more and more cross-disciplinary elements to his teachings so that students learn to approach their strategic challenges using the same tools and thought processes that Kamath does when consulting for world-leading clients such as Procter & Gamble, Toyota and NASA.

This year, Kamath tasked his MBA students with their most comprehensive strategic assignments yet. In August, each and every full-time University of Cincinnati MBA student was assigned to a project team. The individual members of each team were hand selected by Kamath and the Lindner graduate programs team so that each project team was comprised of Lindner MBA students from a variety of industry backgrounds and with differing areas of functional expertise.

Each of the project teams was then partnered with a real-world client sponsor. The client companies ranged from Fortune 500 leaders such as Kellogg’s and Kroger to emerging growth companies such as Assurex Health and Rhinegeist Brewery. Each client company that was selected to participate in the project had a strategic issue with which their organization was grappling and that they wanted an external consulting team to tackle. The student teams spent nine months researching the problem, investigating potential solutions and building a set of recommendations that were ultimately presented to senior representatives of the client company.

The first iteration of the year-long capstone projects was an enormous success and many of the corporate clients plan to implement recommendations provided by the teams.

Additionally, there is a waiting list of companies wishing to participate in the 2016-17 lineup of projects. That’s music to Kamath’s ears as he hopes to add a larger global focus to the projects and client sponsors in the coming year.

He has also already identified opportunities to expand and enhance the learning opportunities for this year’s incoming class of MBAs. The overall goal of the capstone assignment was to ensure that all Lindner full-time MBA students gained a real understanding of working on a cross-disciplinary team so that they would be better equipped to “solve real problems with real people who often speak a different professional language.”

The resulting experiential learning was the perfect next step in the evolutionary process for the University of Cincinnati, which literally invented cooperative education more than 100 years ago.

Kamath sees his work guiding the project teams as just one more facet of his continued goal to further “bridge the gap between the research that is being done and the business community itself by creating and implementing more actual tools managers can use.”
Denied Promotions Can Be Beneficial To Your Career

A denied promotion can be a devastating disappointment when a worker is counting on more responsibility, a bigger title and a better salary. However, a new article takes a rare look at how workers can turn a denied promotion into an experience that ultimately benefits their careers.

Research by Heather Vough, assistant professor of management at the University of Cincinnati Lindner College of Business, and Brianna Barker Cara, associate professor in the Asper School of Business at the University of Manitoba, noted that workers can view a denied promotion as a positive growth-based experience that can be a long-term benefit to their careers.

The authors explore three key questions for workers to consider: why they were not promoted, what it means for who they can become and what to do going forward so workers can develop self insight, make some adaptations and develop a stronger sense of self.

The article was published in the Academy of Management Review and the research featured in The Wall Street Journal.

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Research in the October issue of the Journal of Consumer Research explores how aspects of personal pride can reinforce discipline or make us want to pamper ourselves.

The study, led by Anthony Salerno, assistant professor of marketing at the University of Cincinnati Lindner College of Business, found that when people took pride in an accomplishment and chalked that up to being disciplined and responsible, they were more likely to continue making disciplined choices through the day. But when people considered a self-control goal that they had before feeling proud – a goal such as eating healthy, working out or saving money – they were more likely to indulge in a reward that veered from disciplined choices.

“The basic finding is that, for the most part, when people are made to feel proud, they’re more likely to exercise restraint, but if people first think about a healthy eating or savings goal and are proud of what they’ve accomplished so far, their behavior starts to become more hedonic,” Salerno says.

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Does Upbringing Impact CEO Risk Taking?

Do socioeconomic backgrounds affect how willing corporate leaders are to take strategic risks?

Research published in the Academy of Management Journal by co-authors Joanna Campbell, assistant professor of management at the University of Cincinnati Lindner College of Business, and Jennifer Kish-Gephart, assistant professor at the University of Arkansas, discovered that social origins have a lasting influence on executive decision making.

“CEOs of lower and upper social class origins take greater strategic risk than their middle-class counterparts,” the study’s authors wrote.

For the study, researchers surveyed 265 CEOs and found that CEOs with lower and upper social-class origins take greater strategic risks than those who grew up in middle-class families. Within the two high-risk categories, CEOs with upper social-class origins engage in higher levels of strategic risk-taking than their lower social-class counterparts.

The research theorized that CEOs with lower social-class origins, compared to those with a middle-class background, are in more risk-taking because they may perceive themselves as having “less to lose” and therefore may be more willing to accept the potential downside of a risky decision.

The research did discover that attending an elite college did lower the levels of risk-taking that CEOs from the bottom social class levels were willing to take.

Risk-taking is defined by company outcomes. As a result, higher levels of strategic risks may be seen as a negative position for workers to take. However, a new article takes a rare look at how workers can turn a denied promotion into an experience that ultimately benefits their careers.

Research by Heather Vough, assistant professor of management at the University of Cincinnati Lindner College of Business, and Brianna Barker Cara, associate professor in the Asper School of Business at the University of Manitoba, noted that workers can view a denied promotion as a positive growth-based experience that can be a long-term benefit to their careers.

The authors explore three key questions for workers to consider: why they were not promoted, what it means for who they can become and what to do going forward so workers can develop self insight, make some adaptations and develop a stronger sense of self.

The article was published in the Academy of Management Review and featured in The Wall Street Journal.

This research highlights the impact of personal pride on decision-making, emphasizing the role of self-control and the effects of emotional experiences on behavioral choices.
Research Reveal How Structure Increases Careful Thought About Decisions

What factors contribute to making informed, responsible, thoughtful decisions? Think about it.

Research from Ryan Rahinel, assistant professor of marketing at the University of Cincinnati Lindner College of Business, examines how environmental structure plays a key role in making thoughtful decisions. The research, published in the *Journal of Experimental Social Psychology*, also implicates why people living in more chaotic environments, such as poverty, are less prone to use careful deliberation in decision making.

In three different experiments, the researchers explored how structure in one's environment can impact informed, thoughtful decisions.

The researchers found that chaotic, unstructured environments may contribute to investing less thought toward making decisions, which ultimately perpetuates individuals' problems. The authors suggest that future research should consider other ways in which structure might enable critical aspects of daily life.

Research Suggests Color Affects Ethical Judgments of Brands

Everyday shoppers make assumptions about brands that use green colors. The findings, published in the *Journal of Business Ethics*, hold ethical implications for environmentally friendly branding.

Through a series of studies, lead researcher Aparna Sundar, PhD '14, professor of marketing at the University of Oregon's Lundquist College of Business, and co-author James Kellaris, the James S. Womack/Gemini Chair of Signage and Visual Marketing at the University of Cincinnati Lindner College of Business, uncovered evidence that color shapes opinion about eco-friendliness.

In one study, colors were used with a known brand and unfamiliar logo. The study found that shoppers consider retailers using Walmart's blue or Sam's Club green in their logos to be more eco-friendly than retailers using Trader Joe's red.

New Leadership for Lindner's Graduate Programs

Nicolas Williams was named the new Associate Dean of Graduate Programs at the University of Cincinnati Lindner College of Business. Williams has been a valued member of the University of Cincinnati economics faculty for more than 25 years. In addition to teaching and research, Williams has overseen the development of Lindner’s top-ranked Master of Arts in Applied Economics program by serving as Academic Program Director from 2001 to 2004 and from 2008 to 2013.

Williams chaired the Department of Economics since August 2013, integrating the department into the business school as well as building an outstanding faculty. He received his Bachelor of Arts in Economics from the University of Michigan and his Master of Arts and PhD in Economics from Northwestern University.

Roseann Hassey was named MBA Program Director and Assistant Professor-Educator of Marketing at the University of Cincinnati Lindner College of Business. Hassey recently completed her PhD in Marketing at the University of Cincinnati Lindner College of Business.

Prior to beginning her PhD studies, Hassey had an outstanding career in the marketing departments of Procter & Gamble and Reebok International and founded the For the Love of Kids organization.

Hassey received her Bachelor of Arts in Economics from Duke University and her MBA from Harvard Business School. She worked in the dean's office while attending Harvard Business School.
NEW FACULTY HIRES

Liwei Chen, PhD
Assistant Professor of Information Systems
PhD: Georgia State University

Sherae Daniel, PhD
Assistant Professor of Information Systems
PhD: University of Maryland

Linna Shi, PhD, CFA
Assistant Professor of Accounting
PhD: Syracuse University

Binny Samuel, PhD
Assistant Professor of Information Systems
PhD: Indiana University, Bloomington
Research: "Customizing the Representation Capabilities of Process Models: Understanding the Effects of Perceived Modeling Impediments" has been published in IEEE Transactions on Software Engineering.

Changjiang (John) Wang, PhD
Assistant Professor of Accounting
PhD: University of Missouri

Adam J. Olson, PhD, CPA
Assistant Professor of Accounting
PhD: Texas A&M University
Research: "Expertise and Knowledge Spillover in Mitigating Earnings Management through the Tax Accounts" has been published in the Journal of the American Taxation Association.

Yinghao Zhang, PhD
Assistant Professor of Operations Management
PhD: University of Minnesota
Research: "Contract Preferences for the Loss Averse Supplier" is forthcoming in Management Science.

Lindner faculty have contributed more than 300 published articles that have been featured in peer-reviewed journals over the past five years.

Did you know?

Because of growing enrollments in both its undergraduate and graduate programs, the Lindner College of Business has hired 66 new faculty over the last four years.

Multiple consecutive years of record applications and enrollments have led to a new state-of-the-art business school building set to open in the fall of 2019.

Did you know?
Frank Kardes, PhD
Professor, Marketing

Lindner Professor Named University of Cincinnati’s 2016 Distinguished Researcher

Marketing Professor Frank Kardes is a prolific consumer behavior researcher and is among the world’s top one percent for marketing research productivity in top-tier professional journals.

Frank Kardes is the recipient of the University of Cincinnati’s 2016 Distinguished Arts, Humanities and Social Sciences Research Professor Award. His research has been published in more than 90 articles and five textbooks in the fields of consumer research, consumer behavior and consumer psychology. He has more than 11,650 Google Scholar citations and recently received national attention when his article in the Journal of Consumer Research was cited in Time magazine’s Business and Money section.

Kardes, the Donald E. Weston Professor of Marketing, has served as president of the Society for Consumer Psychology and received its 2004 Distinguished Scientific Achievement Award, the society’s highest honor. The excellence of Kardes’ work is clear from the fellowship awards he holds from five prestigious organizations. He serves on six editorial review boards (he won “Best Reviewer” an unprecedented six times), and has served as editor and associate editor of multiple top marketing journals.

At the Lindner College of Business, Kardes consistently earns outstanding teaching evaluations and mentors a large number of doctoral students. He has chaired or co-chaired 20 dissertation committees and has served on 14 other doctoral committees. He is also in high demand for speaking engagements around the world.

“Kardes’ presence on our faculty adds much prestige to the college and the university’s reputation the world over,” says Lindner College of Business Dean David Szymanski. “His unprecedented record in marketing research excellence and accomplishments shows that he truly merits this honor.”

Lindner Professor Receives George Barbour Award for Good Faculty-Student Relations

Professor-Educator Ruth Seiple has become synonymous with learning outside the classroom.

It’s not uncommon for Ruth Seiple, professor-educator of Operations Management and Industrial Management at the University of Cincinnati Lindner College of Business, to whisk her students off to a manufacturing and distribution plant in the middle of the night for a tour because she says “that’s when the action happens.” Her tours of DHL (pictured below), Cintas, GE Aviation and Procter & Gamble offer students a glimpse of operations in practice.

Her students relish the real-world experience of the company tours and the opportunities to network with executives. Positive feedback from both students and employers led her to pilot a course consisting exclusively of tour visits and industry speakers.

Inside the classroom, Seiple consistently earns high praise and is often referred to as “the best professor I’ve ever had” in course evaluations. Her students note that she teaches with great enthusiasm and that her passion shines through on a daily basis. Every lecture is prepared, engaging and connected to practice. She also leverages her strong relationships with her former students to help current students land internships and cooperative education placements and discover rewarding careers.

Lindner Professor Ears Rising Star in Health Research Award

Assistant Professor Lenisa Chang is known for her cutting-edge health economics research.

Lenisa Chang was the recipient of the Research Rising Star Award for faculty active in health-related research. Chang was presented with the award during Research Week in April. Her health research examines patent expiration on brand-name pharmaceuticals. Chang discovered that when this occurs an economic opportunity is created for state Medicaid programs to save money on generic versions of the drug. Chang also researched the decline of vaccinations of U.S. children even after publication of a now-refuted risk of autism.

Currently, Chang is researching “Carrots or Sticks? — Individual and Group Incentives and the Take-Up of the Flu Vaccine.”

Ruth Seiple takes her operations management students on a midnight visit to DHL.
When women fail, they’re more likely to ruminate about their failure and quit rather than risk failure and try again.”

Jane Sojka, Lindner Marketing Professor

University of Cincinnati Marketing Professor Jane Sojka launched a professional selling course that focused solely on recruiting women to help them overcome the fear of failure and gain confidence. The course was so successful that additional sections have been added.

Her work was recognized by the American Marketing Association as a winner of the 2016 AMA Solomon Marshall Stuart Excellence in Teaching Innovation Award.

Dawn Fuller contributed to this report

Professional Sales Course for Women Aims to Bridge the Gender Gap in Confidence.
DARYL BIBLE

Q: What impact has your experience at the Lindner College of Business had on your career successes?
I think the biggest takeaway from my time at Lindner was learning to build a foundation for solving problems. You can’t always learn everything you need for your career, so it’s important for students to learn to solve problems. UC provided a great foundation for how to be flexible and adapt. One thing I’ve learned throughout my career is that to survive and be successful, you must be flexible. Our jobs continue to evolve, and we must be able to adjust and adapt.

Q: What’s the best business advice you ever received and who gave it to you?
I was 36 years old and just named Treasurer of a bank. My former CEO told me: “You’re going to be asked to do a lot of ‘gold plating’ decisions, the type that help you become a better leader. BB&T takes decision making and leadership skills very seriously throughout the organization. The BB&T Leadership Institute and our focus on leadership are different than any other financial institution. It allows us to have a strong “all-around” approach to help you become a better leader.”

Q: What are your key responsibilities at BB&T as the Chief Financial Officer?
I joined BB&T almost nine years ago, and one of the things that really helped me as a professional was growing and learning more. I was exposed to a strong “all-around” approach to help me become a better leader. BB&T takes decision making and leadership skills very seriously throughout the organization. The BB&T Leadership Institute and our focus on leadership are different than any other financial institution. It allows us to have a strong “all-around” approach to help you become a better leader.

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Q: How have your experiences at the University of Cincinnati influenced your leadership skills?
My time at UC was unbelievable. I learned a lot of life lessons while I was on campus above and beyond what I learned in the classroom. The “real world” experiences, coupled with the diverse landscape of people and cultures, led to an educational experience that cannot be rivaled.

Q: Did you get a lot of real-world experience in the classroom at the University of Cincinnati?
Definitely. Instructors challenged us with a lot of casework where we worked on specific problems that forced us to go out into the real world and figure things out. I believe that’s the best kind of learning. You may not have always understood what was going on, but you developed a feel for what actually happens in the business world.

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Teamwork is extremely important. In any business, the team is really what makes you and the company successful. It is important to have the right people in place and celebrate their achievements while encouraging them to grow to their utmost potential.

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Lindner Alum Awarded William Howard Taft Medal for Notable Achievement

Richard E. Thornburgh, BBA ’74, Hon. Dec. ’09, has had a stellar 40-year career in the global financial field. Thornburgh was honored as one of the University of Cincinnati’s Distinguished Alumni for his career and leadership success that include roles as investment banker, C-suite executive, private equity professional and corporate director.

Two years after earning his BBA in finance from the UC Lindner College of Business, he graduated from Harvard with an MBA. Thornburgh spent 10 years working under the Credit Suisse (“CS”) umbrella; the first 20 with The First Boston Corporation as an investment banker specializing in serving commercial banks. During that time, he worked in New York and also lived in Los Angeles while running the firm’s office there.

His executive career included positions in both New York and Zurich, Switzerland, where he served on the CS executive board for 10 years. At the end of 2005, he retired as an executive, subsequently joining the Board of Directors of Credit Suisse Group A.G. He also joined a former First Boston colleague and mentor at Corsair Capital in 2006 as it was being spun out from JP Morgan. While at Corsair, Thornburgh worked on two landmark private equity transactions. He led the $6.7 billion recapitalization of Cleveland-based National City Corporation (the 10th-largest U.S. bank at the time) and the $300 million capital raise to conclude an FDIC-assisted acquisition by East-West Bancorp.

At the University of Cincinnati, Thornburgh was recognized early for his leadership skills and was elected Student Body Vice President. He was also the force behind elevating men’s club soccer to varsity sport status. He served as the Bearcat mascot, was a member of a fraternity and the top men’s honorary organization Sigma Sigma. He was selected as the Outstanding Undergraduate Student at Lindner, and during his senior year, he was named Mr. Bearcat, the highest honor given to a graduating male student.

Thornburgh served 17 years as a trustee of the UC Foundation and serves on Lindner’s Business Advisory Council as well as on the UC Investment Committee.
Another Record-Breaking Year

Once again, the University of Cincinnati Lindner College of Business has set an all-time record for the number of freshman applications received. This is the fourth year in a row that the record has been broken as the number of freshman applications received has increased 69% from 2,421 applications in 2012 to 4,088 applications in 2016.

While the increase in applications is noteworthy, its accompanying increase in the quality of the applications and the quality of the incoming students has been truly remarkable. This fall, the Lindner College of Business welcomed its largest freshman class ever and that class is one of our highest quality classes with an average ACT score a full two points higher than our incoming class of fall 2012.

This recent increase in applications, enrollments and student quality is likely due to a variety of recently introduced initiatives ranging from expanded offerings from our diversity and study abroad departments (such as new business-focused programs to destinations in South America, United Arab Emirates and Australia) to increased services provided by our academic advising and career services teams, now that every undergraduate student is assigned both a specific academic advisor and a specific career coach (based on their academic major) to increase their collegiate and career readiness.

In addition to the aforementioned improvements, we continue to enhance the Lindner freshman experience by honing Project Strategy (in which freshmen perform strategic analyses of a real-world client company such as Procter & Gamble, Macy’s or the Cincinnati Reds and ultimately present their findings to executives from that organization), Project Innovation (in which freshmen develop their creative, innovation and entrepreneurial skills by dreaming up a new product or service and building out a complete business plan to support the launch of that concept) and Project Impact (in which freshmen utilize their newly-acquired business skills to help a United Way non-profit partner organization achieve its goals and improve the Cincinnati community).

Lindner’s continual advancements are also resonating with external audiences such as employers and national media outlets. Preliminary data from our 2015-16 graduates show a six percent increase in average starting salaries. Plus, the Lindner College of Business recently jumped 16 spots in the latest undergraduate business school rankings from Bloomberg Businessweek.

For as long as she can remember (back to sixth grade, to be exact), Lindner Undergraduate Student of the Year Christine Pope has been pitching the academic equivalent of a no-hitter. For most students, carrying a perfect 4.0 GPA from childhood through college would be a crowning achievement in both their academic and personal lives. Pope, however, seems to dismiss her straight-A streak as a just part of her everyday academic life.

Coming from a family that stressed academic success, Christine attributes many of her achievements to her supportive parents, who instilled the traits of leadership and success in her at an early age.

Now 22, the Columbus, Ohio, native is graduating from the University of Cincinnati Lindner College of Business with a double major in Marketing and International Business, and several of the college’s top honors, including the Marketing Student of the Year, the International Business Student of the Year and the Marianne Lewis Excellence Award.

Pope is a Marvin P. Kolodzik Business Scholar and is a member of the Lindner Student Association, Lindner Ambassadors, Bearcat Buddies, Business Fellows Leadership Circle and Relay for Life. She achieved all of that while working part-time in the undergraduate admissions office.

Christine lights up when discussing her study abroad experiences at Lindner. She participated in three separate programs, culminating with a four month semester in Spain, which led to visits to 10 countries around the world. She notes them as some of the best learning experiences during her time at Lindner.

In addition to international study, Pope’s experiential learning continued with cooperative education rotations at College-Palmolive and Procter & Gamble, working with some of the nation’s biggest brands. This hands-on approach ultimately led to a full-time position with P&G, which she began this past summer as a Consumer Marketing Associate Manager in the Feminine Care division.

In the future, Pope looks to continue earning high marks while earning her MBA and eventually landing her dream job as a category president at P&G.
For an unbelievable seventh consecutive year, the University of Cincinnati Lindner College of Business set a new record for the number of graduate applications received. While it’s rewarding to receive national attention from media outlets, we’re also pleased that more and more of our employer partners are noticing the changes occurring at the Lindner College of Business graduate programs.

The average starting salary for a full-time Lindner MBA graduating in 2014-15 was more than $5,500 higher than the previous class and based on our current data, the MBA class of 2015-16 will have an average starting salary $12,000 higher than our 2014-15 graduates.

Employers are now more interested than ever in engaging with Lindner MBA students prior to graduation. Employer demand to participate in our MBA year-long capstone project was so high that we started a waiting list for our 2016-17 projects before the 2015-16 projects were completed. Our 2015-16 client companies ranged from Fortune 500 leaders such as Kellogg’s and Kroger to emerging growth companies such as Assurex Health and Rheingast Brewery and we expect a similar mix of companies to participate in this year’s capstone project.

While the volume increases are impressive (applications are up 18% over the prior year), the truly remarkable feat has been the rise in the programs’ quality and the accompanying rise in incoming student quality over the past few years. In fact, the University of Cincinnati MBA program has earned the biggest three-year rankings jump in the nation on both the U.S. News & World Report full-time rankings chart and on the U.S. News & World Report part-time rankings chart.

Both U.S. News & World Report and Bloomberg Businessweek ranked the Lindner College of Business MBA program among the Top 40 full-time public MBA programs in the United States and Bloomberg Businessweek ranked the Lindner College of Business MBA program one of the Top 25 part-time public MBA programs in the country. Additionally, CEO Magazine recently ranked the University of Cincinnati MBA program one of the Top 15 online MBA programs in North America.

Of course, the national accolades being generated by the Lindner College of Business’ graduate programs extend beyond just its nationally-ranked MBA programs. Within the past three years, Lindner specialized master’s degrees in Accounting, Applied Economics, Business Analytics, Finance and Taxation have all been ranked among the Top 10 programs in the nation.

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Of course, the national accolades being generated by the Lindner College of Business’ graduate programs extend beyond just its nationally-ranked MBA programs. Within the past three years, Lindner specialized master’s degrees in Accounting, Applied Economics, Business Analytics, Finance and Taxation have all been ranked among the Top 10 programs in the nation.
The University of Cincinnati Lindner College of Business may have only launched its graduate online offerings within the past three years but you certainly wouldn’t know it based on the rankings its programs have received within the past year.

The University of Cincinnati online MBA program was recently ranked one of the Top 15 online MBA programs in North America by CEO Magazine and it was also ranked among the Top 35 online MBA programs in the United States by multiple media outlets, including U.S. News & World Report.

Not to be outdone, the University of Cincinnati online Master of Science in Taxation was recently ranked the No. 4 graduate online taxation program in the country by U.S. News & World Report.

National accolades such as those mentioned above have driven strong online enrollment growth in the University of Cincinnati’s MBA program, its Master of Science in Taxation, its Master of Health Administration program, its Master of Informatics and its various graduate business certificates. Enrollments across all online business offerings spiked 51% from 2,693 in 2014-15 to 4,073 in 2015-16. These enrollments include students from 30 different states across the country.

To keep pace with the burgeoning demand for online programs, the Lindner College of Business launched two new online initiatives during the 2015-16 academic year. For its online MBA students, Lindner now offers a specialization in marketing, and in partnership with the University of Cincinnati College of Pharmacy, Lindner now offers online courses in the Pharmacy Leadership specialization in marketing, and in partnership with the University of Cincinnati College of Pharmacy, Lindner now offers online courses in the Pharmacy Leadership specialization in marketing.

When the University of Cincinnati’s Carl H. Lindner College of Business was founded in 1906, its leaders believed that it based on the rankings its programs have received within the past year.

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"The Lindner College of Business taught me to approach challenges from a macro perspective through a deeper understanding of how my tasks help fulfill my company's overall strategy."

Diego Laserna Tovar, MS '15, MBA '16
Financial Analyst, US Playing Cards

To connect with Lindner students for internships, co-ops or full-time positions, visit hirelindner.com