Building a Future
Growing enrollments lead to plans for a new state-of-the-art facility for Lindner

Lindner Made
3D printer brings students into the Maker Revolution

Susan Alexander
Executive Vice President reflects on a 31-year career at Sotheby's
Message from the Dean

Each June, the University of Cincinnati academic year comes to a close and I take a few moments to look back and reflect on all of the happenings and successes of the past year. This year, because of a decision that was made on June 23, 2015, I also looked back on all of the amazing accomplishments that our college has achieved during the past four years. After all, it was four years prior that the University of Cincinnati Board of Trustees voted to officially name our college the Carl H. Lindner College of Business and the advancements that our school has made since that day have been truly extraordinary.

For the third year in a row, we set new all-time records in the 100+ year history of our business school in terms of both the number of undergraduate applications received and the number of undergraduate students enrolled. More important than just the quantity of our new students is the quality of our new students. This fall’s incoming freshman class will be both the largest and the highest quality entering class at Lindner in more than 25 years.

We’ve also achieved that same level of transformation in our graduate programs. For the sixth consecutive year, we set new all-time records for the number of graduate program applications received and the number of graduate students enrolled. During that time, the quality of our graduate programs has skyrocketed.

In fact, during the past two years, our MBA program has earned the largest rankings jump of any MBA program in the nation in U.S. News & World Report, was ranked among the Top Ten public MBA programs in the country by the nation’s top recruiters in Bloomberg Businessweek and was ranked the #1 best value MBA program in the nation by College Atlas. Moreover, our graduate specialty degrees in Applied Economics, Business Analytics and Finance were all recently ranked among the Top Ten programs in the nation while our Accounting degree garnered a Top 25 ranking.

The only challenge associated with our recent surges in applications and student quality metrics is that we’re now attracting more high quality students than our current building can handle. Due to space constraints, 30% of our classes currently take place outside of Lindner Hall. As a result, the university has been exploring the potential construction of a new business school building for quite some time, and I’m thrilled to announce that on June 23, the University of Cincinnati Board of Trustees approved the proposal to officially start planning our new building. We’re in the initial phases of the design process, but the new building will be a state-of-the-art facility that will provide the latest and most innovative technologies to our students, faculty and partners.

I can’t wait to see the new highs that Lindner will achieve as we move toward our new facility. Meanwhile, we’ll continue as always, striving even higher but never resting, as that’s the Lindner way.

Thank you,

Dean David M. Szymanski, PhD
New Business School Building To Come

On June 21, 2011, the University of Cincinnati Board of Trustees named its business school the Carl H. Lindner College of Business in honor of Mr. Lindner's extraordinary support of the university as well as his legacy of business excellence. Advancements made at the school since its naming can only be described as monumental. During the past four years, more than 20 new academic programs have been launched, undergraduate applications have soared 40% and graduate applications have increased 28%. These massive increases in applications have allowed Lindner to grow not only in size, but in quality. The additional revenues generated by our larger student populations have been reinvested into Lindner, allowing us to hire numerous new faculty members and provide greater resources to student-support areas such as our career services, student advising and student recruitment teams.

These investments have significantly increased the quality of the Lindner student experience, driving greater demand of Lindner among high-achieving students and thus rocketing enrolled student quality to unprecedented levels at both the undergraduate and graduate levels. By attracting more top-tier students to Lindner and by continually enhancing the educational experiences of those in school, our students and graduates are becoming more and more sought after by the nation’s top employers. Recent students and graduates have accepted both internship and full-time positions with employers ranging from Procter & Gamble and Disney to Google and Amazon to McKinsey and PNC. Top employers.

As all-time student applications and student enrollment records continue to be broken on an annual basis at both the undergraduate and graduate level, it isn’t surprising that the Lindner College of Business has significantly outgrown the capacity of its current building. In fact, the building currently accommodates twice the number of students it was originally designed for.

Given Lindner’s many upward trends, we’re currently in the early phases of designing our new business school. The new building will be a state-of-the-art facility on par with the most respected academic facilities in the nation.

Lindner’s National Rankings

- Earned the highest rankings jump of any full-time MBA program in the country in the 2015 U.S. News & World Report rankings
- Earned the highest rankings jump of any part-time MBA program in the nation in the 2015 U.S. News & World Report rankings
- Ranked the #1 best value MBA program in the United States by College Atlas
- Ranked the #1 most improved MBA program in the United States by findyourmba.com
- Ranked the #1 online graduate public taxation program in the nation by U.S. News & World Report
- Ranked among the nation’s Top 10 MBA Programs For Highest Financial Upon Valuation in 2012 by U.S. News & World Report
- Ranked the #7 best, most affordable Master of Finance program in the U.S. by Master of Finance Degrees
- Rated the #8 public MBA program in the country by the nation’s recruiters in Bloomberg Businessweek
- Named one of the Top 10 Master of Applied Economics programs in the country by Education Portal

A Source of LindnerPride

- Eight undergraduate specialties ranked among the Top 15 public programs in the nation by Bloomberg Businessweek
- Ranked among the Top 15 public graduate marketing programs in the country by Masters Degrees
- Named one of the Top 20 graduate data analytics programs in North America by InformationWeek
- Ranked the #23 full-time public MBA program in the country by Bloomberg Businessweek
- Ranked among the Top 25 Master of Accounting programs in the nation by Public Accounting Report
- Ranked the #29 part-time public MBA program in the nation by U.S. News & World Report
- Ranked the #36 public undergraduate business school in the United States by Bloomberg Businessweek
- Ranked the #38 fully-online MBA program in the country by U.S. News & World Report
- Repeatedly ranked among the nation’s Best Business Schools by The Princeton Review

With Help from Our Alumni and Friends

The official approval of the new building is only a few months old, but a lot of progress has already been made in developing a solid financial foundation for its construction.

The Lindner College of Business invested $10 million in the new building fund and the following alumni immediately began growing the fund with very generous contributions. We cannot thank them enough for all of their support of the college and everything they are doing to secure its future.

John Berding, BBA ’85, President, American Money Management Group, American Financial Group, and Susan Berding, BSED ’54

El Bourgraf, BBA ’54, Chairman and CEO, Ferno, and Elaine Bourgraf, BSED ’54

Phil Collins, BBA ’89, Managing Director, Orchard Holdings Group, LLC, and Lela Collins, BSED ’91

John Goering, BBA ’56, MBA ’60, Hon Doc ’05

Timothy Johnson, Chairman, Johnson Investment Counsel, and Janet Johnson, BSN ’92

Marvin P. Kolodzik, BBA ’59

Lou Lauch, BBA ’68, President, KRM, Inc., and Joan Lauch

Tom Mischell, BBA ’70, and Pam Mischell, MBA ’67, BAH ’71

Troy Neal, BBA ’91, Senior Vice President, Merrill Lynch Wealth Management, and Michele Neal, BSN ’92

Bill Ogle, BBA ’89, CEO, Kupon Media, and Lisa Ogle

Richard Thornburgh, BBA ’74, Hon Doc ’09, Vice Chairman of Corsair Capital LLC, and Cornelia Thornburgh

Steve Wilson, BA ’66, MBA ’68, HON ’06, and Kathy Wilson

We look forward to sharing new building updates in the upcoming year. To learn more about donating to the new building fund, please contact Steve Rosfeld at Steve.Rosfeld@uc.edu or 513-556-5605.
Lindner Look Back is a recap of the news and events that occurred during the 2014-2015 academic school year.

Special Events

Lindner celebrated its 30th annual Cincinnati Business Achievement Awards by bestowing the following honors to local business leaders for their contributions to community service and achievement. Honors went to:

1. Tim J. Fogarty, BBA ’80, CEO of West Chester Protective Gear, received the Carl H. Lindner Award for Outstanding Business Achievement from Lindner Dean David Szymanski (left) and UC President Santa Ono.
2. Phil D. Collins, BBA ’89, Managing Director of Orchard Holdings Group LLC, received the Distinguished Service Award from classmate and Google President of Brand Solutions Kirk Perry.
3. Anurag Gogineni, BBA ’17, received the Carl H. Lindner Scholarship.
4. Julia W. Poston, Cincinnati Office Managing Partner at EY, received the Distinguished Service Award.
5. Gary “Doc” Huffman, Chairman, President and CEO of Ohio National Financial Services, accepted the Business Partnership Award on behalf of his organization.

For information on the upcoming 31st annual Cincinnati Business Achievement Awards, visit business.uc.edu/businessachievement.

GOERING CENTER FAMILY BUSINESS HALL OF FAME AWARD

The Goering Center for Family & Private Business honored Graeter’s with its 2015 Greater Cincinnati Family Business Hall of Fame Award in August. The family-owned business has been dishing out ice cream for more than 145 years.

Graeter’s has close ties with the Lindner College of Business and participates in its Lindner Fast Track freshman year experience. In the program, freshmen meet the Graeter’s management team and perform a strategic analysis of Graeter’s business.

Other first-place private and family business honorees included:
- 0–15 years in private and family business: TriVersity Construction, Center City Collision
- 16–49 years in private and family business: Cassady Schiller & Associates, Messa Industries
- 50-plus years in private and family business: Al Neyer, Mike’s Carwash

REAL ESTATE BANQUET & AWARDS CEREMONY

The UC Real Estate Center, along with its premier partner PNC, recognized Mike Schueler, president and CEO of the Schueler Group, with the 2015 UC Distinguished Real Estate Service Award. Schueler’s successful career in commercial real estate takes clients on a journey via a single point of contact that includes site selection, design, financing, construction and property management. Schueler was also recognized for his community involvement that includes former Chairmanship of the Warren County Republican Party Central Committee, “Man of the Year” for the Warren County United Way and UC’s OCAS Hall of Fame.

Additionally, his industry affiliations include Governor of The Urban Land Institute Foundation, a member of various international trade commissions and multiple location memberships of Chambers of Commerce and Boards of Realtors.

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Additionally, his industry affiliations include Governor of The Urban Land Institute Foundation, a member of various international trade commissions and multiple location memberships of Chambers of Commerce and Boards of Realtors.

Goering family members, left to right, Chip, Robert and Richard, received the Goering Center’s Family Business Hall of Fame Award in August 2015.

General Electric Chairman and CEO Jeff Immelt keynoted the UC Economics Center luncheon that drew a record crowd and highlighted GE’s decision to locate its global operations in downtown Cincinnati.
Look Back 2014-2015

SCHOLARSHIPS

Gregory Ziton’s dream of travelling to the Middle East recently came true. Ziton, BBA ’17, was accepted into the William Jefferson Clinton Scholarship program to study business at the American University in Dubai for the spring 2015 semester.

The scholarship, given through the Clinton Presidential Foundation, provides American students the chance to expand their educational and cultural horizons by studying in the Arab world to meet the challenges of global interdependence. While at the American University, Ziton, a Marvin P. Kolodzik Business Scholar and Cincinnatus Presidential Scholar, took business courses and Middle Eastern studies. As a finance and accounting major with a minor in business analytics, Ziton says being taught the importance of functioning in a global business environment is one thing; experiencing it is another.

Alexandra Land, BBA ’15, was among five winners nationwide to receive Delta Sigma Pi’s Collegian of the Year Award. As a Collegian of the Year, Land now represents the 52 collegiate chapters of the professional business fraternity in the Northeastern region.

The senior marketing and international business major will serve on the Northeastern Provincial Executive Board and focus on committee initiatives such as professional development and community service.

Land was selected for this honor based on her service on the Executive Committee of the UC Chapter of AlphaTheta, her involvement in national conferences and committees and her agenda proposal on diversity.

Marvin P. Kolodzik, top left, founder of the Kolodzik Business Scholars at Lindner, created a new scholarship: the Marianne W. Lewis KBS Award of Excellence. The $3,000 Lewis scholarship will be given annually to the male and female students whom best exemplify the KBS cornerstones of Passion, Empowerment and Community.

Alexandra Land received Delta Sigma Pi’s Collegian of the Year Award.

USC undergraduate Brendan O’Brien, BBA ’15, and team members Stephanie Nehestel, BBA ’15, Meredith Cook, BBA ’15, Grace Schottelkotte, DAAP ’15, Kenny Day, BBA ’15, and Gabi Schneider, BBA ’15, placed in the American Marketing Association’s (AMA) national Collegiate Case Competition as they presented their marketing plan to judges on March 19 in New Orleans at the AMA International Collegiate Conference.

For the first time, the UC team made it to the final round of the marketing challenge. This year’s challenge revolved around rekindling brand relevance and preference of vitaminwater® among young consumers, specifically 18-24 year olds.

COMPETITIONS AND AWARDS

UC Varsity Sales team members Madison Watts, BBA ’15, and Martha Smith, BBA ’14, took third place at the Great Northwoods Sales Warm-Up competition at the University of Wisconsin in Eau Claire, WI.

Sixty competitors from 20 university sales programs around the country worked on two complicated cases selling an unknown product without prior industry experience. Watts individually placed first on the first day and sixth overall while Smith placed 17th on day one and ranked 20th overall.

Meanwhile, for the fourth year in a row, UC’s Center for Professional Selling at Lindner was named a Top University Sales Program by the Sales Education Foundation. The center has been recognized as a leader in preparing students for an ever-changing business environment, leading to 100% job placement for its graduates.

PWC CASE CHALLENGE

Accounting students Peter Schmidt, BBA ’15, Julie Kenning, BBA ’18, Rob Rankin, BBA ’18, Priya Mullen, BBA ’18, and Alex Glavin, BBA ’16, took first place in the PwC Case Challenge at the Myers Alumni Center on UC’s campus.

The win allowed the team to compete via Facebook video entry at the national level for one of five finalist spots. The UC “Accounting is our LIFo” team competed against 5,000 students from 95 colleges and universities around the country.

Four of the team members are Carl H. Lindner Honors-PLUS students and Kenning is a Marvin P. Kolodzik Business Scholar. PwC launched the Case Challenge in 2002 in order to increase undergraduate students’ exposure to professional services and the world of public accounting.
Lindner Bearcats outfielder Ian Happ was the first UC student ever taken in the first round of the MLB draft. Happ, a Marvin P. Kolodzik Scholar majoring in finance at Lindner, was selected with the ninth overall pick by the Chicago Cubs on June 8. UC has not had a first-round draftee in the primary June phase since the MLB draft began in 1965, according to the Bearcats’ media guide. That includes MLB All-Star infielders Josh Harrison (Round 6 in 2008) and Kevin Youkilis (Round 8 in 2001) and former MLB outfielder Tony Campana (Round 13 in 2008). Happ was named the American Athletic Conference Player of the Year by the league. He also was a unanimous pick to the All-American Athletic Conference First Team.

IQ E-Pitch Competition

Here comes the pitch. UC students have 60 seconds to sell their business idea to a judge in a frenzied, competitive environment for cash prizes.

Welcome to the IQ E-Pitch contest. The annual competition was created by Lindner’s Center for Entrepreneurship & Commercialization as a way to inspire creativity.

This year’s competition set a new record with 130 teams pitching ideas to judges from local accelerators, investors and top companies such as The Brandery, Cintrifuse, Queen City Angels and Procter & Gamble.

Students pitched ideas on everything from environmentally-friendly power sources to medical devices to ways of tackling indoor geolocation problems.

The first-place $1,000 winners were Erika Sorrell, Jake Leuthke and Peter Comer (undergraduate) and Ron Meyers (graduate).
The Carl H. Lindner College of Business was honored to host nearly 400 speakers in its classrooms and on the UC campus this year.
Leaders Among Us

Leadership and learning are indispensable to each other.
—John F. Kennedy

By Judy Ashton

At the conclusion of each academic year since 2002, UC has awarded noteworthy honors to outstanding students who exemplify excellence on and off the campus. The Presidential Leadership Medal of Excellence, the C-Ring and the Mr. Bearcat awards shine a spotlight on such UC ideals as leadership, character, service and scholarship.

Since 2002, 57 UC students have been awarded the prestigious Presidential Leadership Medal of Excellence and of those, 15 have been Lindner students. This year, an unprecedented three are Lindner students. Since 2002, 57 UC students have been awarded the Presidential Leadership Medal of Excellence, of whom three are Lindner students.

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C-Ring Winner

Tamika Jones, BA '15, is this year’s recipient of the prestigious C-Ring Award. The award is given each spring by UC’s Women’s Center to an outstanding graduating senior woman at UC based on her GPA, community service, campus bettmem and advancement of women. Jones is a Spanish and Communications major who minored in marketing at Lindner. Lindner students Christina Beer, BBA ’15, and Sarah Clem, BBA ’15, were also among the five university finalists recognized for their work in “the field of advocacy for women and girls.”

Mr. Bearcat Award

Ben Keefe, BBA ’15, is this year’s Mr. Bearcat honoree. The annual spring honor is given to a graduating senior male who has achieved academic success, demonstrated leadership in diverse settings and has contributed to UC with his “Bearcat Spirit.” Keefe, a fifth-generation Bearcat, follows a long line of Lindner grads to win with his “Bearcat Spirit.” Keefe, a fifth-generation Bearcat, follows a long line of Lindner grads to win.

PLME Winners from Lindner

2003 - Jay Hummel
2004 - Rob Reinnerman
2005 - Justin Shafer, Carl H. Lindner Honors-PLUS (LHP) scholar
2006 - Marcus Bethay II, Andrew Burke, Benjamin Hines, Jessica Kimmeneyer (LHP)
2007 - Dominic Berardi (LHP)
2008 - Jerry Tsai (business minor)
2009 - Ryan Rosenweg (LHP)
2010 - Annédra Moore (LHP)
2011 - Andrew Smith (LHP), Shali Zhu, Marvin P. Kolodzik business scholar (KBS)
2012 - No Lindner students selected
2013 - Lane Hart (KBS)
2014 - Kyle Quinn (LHP)

Cory Murphy

Cory Murphy, BBA ’14, graduated cum laude in December 2014 with a double major in operations management and international business. As a first-generation college student, Murphy entered Lindner and the University Honors Program. Murphy quickly joined six student organizations and earned nine scholarships, including the Benjamin A. Gilman scholarship from the U.S. State Department, which allowed him to spend more than a year in Istanbul, Turkey, as a foreign exchange student at Bogazici University. His global mindset resulted in his tenure as president of the UC International Business Club.

As president, he piloted the Early Exposure program, which introduces high school students to UC’s study abroad opportunities. As a student in the International Co-op Program, Murphy completed an intensive German language program and interned for eight months with GE Aviation at its plant in Regensburg, Germany. After graduation, Murphy accepted a position with GE Aviation’s Operations Management Leadership Program.

Sally Amkoa

Sally Amkoa, BA ’14, MS ’15, is from Vihiga County, Kenya. Before coming to UC, Amkoa earned a prestigious scholarship from the Zawadi Africa Education Fund to study at a top university in the U.S. She chose Lindner and earned a bachelor’s degree in economics and a master’s degree in business analytics and was a member of the University Honors Program.

As a freshman, Amkoa immediately displayed leadership skills. She was a member of the University Honors Program, served as vice president of the Stratford Heights Association, participated in Activists Coming Together and later became director of international affairs in Student Government.

Her strong global engagement provided her with study abroad experiences in Costa Rica, Panama, South Africa, Belgium and France. Her excellent academic record earned her the Economics department nomination to present at the annual Global Studies Conference at the University of Nebraska, Omaha, and a two-week graduate program in Natural Resource Management and Policy at the Norwegian School of Economics in Bergen, Norway. After graduation, Amkoa plans to return to Kenya to pursue a career in commercial real estate investment.

Bhavik Modi

As a freshman, Bhavik Modi, BBA ’15, took the lead in transforming Lindner’s student government organization from a sleepy college club with a few members to one with more than 300 members. Thanks to the work of the finance and real estate major, the Lindner Student Association has given birth to many new student organizations, including the Bearcat LaunchPad New Venture Accelerator.

The Carl H. Lindner Honors-PLUS scholar and University Honors member has served on numerous committees and won several awards for his campus and community involvement. Omicron Delta Kappa chose Modi as UC’s Sophomore Leader of the Year and later the Lindner College of Business chose him as Student Leader of the Year. Modi worked for private equity firms in Cincinnati and San Francisco and accepted a full-time position in Chicago with Fifth Third Bank’s Commercial Leadership Program.
Susan (Slavich) Alexander, MBA ’77, spent decades as an executive with Sotheby’s, but it was the experiences she collected meeting and managing the exclusive company’s people that she’ll never forget.

Alexander retired July 1 as executive vice president and worldwide head of human resources for Sotheby’s, the multinational auction house that annually hammers the gavel on more than one billion dollars in fine art and collectible sales.

Considering her success, few would believe that Alexander’s business career started with a somewhat “terrifying beginning.”

CAREER REFLECTIONS

While packing up her New York City office at Sotheby’s headquarters, the longtime executive reflected back 40 years to the summer of 1975 when she

**SOTHEBY’S EXECUTIVE**

Susan Alexander, executive vice president and worldwide head of human resources of Sotheby’s auction house, stands before the work of abstractionist Mark Bradford. The 130 by 196-inch piece titled “Potable Water” was executed in 2005 and is on display in Sotheby’s S | 2 Contemporary Gallery.

Alexander, at right, poses in front of a road-race hybrid supercar parked in the Sotheby’s lobby. The 1998 McLaren F1 “The Road Going LM” chassis no. 073 was offered in RM Sotheby’s auction in Monterey, California, in August 2015, with an expected auction price of $12 million.
failed the final in her very first business course at the University of Cincinnati Carl H. Lindner College of Business.

“It was the first time in my life that I had ever flunked anything,” she says. Alexander was on a full scholarship to the Lindner College of Business, where she was pursuing her master’s degree after graduating from Indiana University with a bachelor’s in violin and history.

She came to UC that summer to volunteer at the university’s acclaimed College-Conservatory of Music (CCM) as a counselor for students participating in the Congress of Strings, the same program Alexander took part in as a teen.

Thinking she would get a head start on her master’s degree, Alexander took a prerequisite accounting course and things didn’t exactly end well. The night before her final exam, she had to watch over one of her campers who had hit her head on a light fixture and been diagnosed with a concussion. The next morning, she literally had to share difficult news with the injured camper evolved into a lifelong friendship.

“This to day I still like to remind her that she is responsible for the only ‘F’ I’ve ever gotten,” Alexander laughs.

FORMULA FOR SUCCESS

Looking out for others became a formula for success for Alexander, who spent 31 years at Sotheby’s leading HR teams in New York, Hong Kong and London. She never lost sight of the “human” element of human resources — even when she had to share difficult news with employees.

“I think it is important to build trust, and you do that by being a good listener and being authentic,” she advises. “Not by pretending to listen, but by really listening and trying to see the world from that person’s perspective.”

Alexander’s approach to dealing with people grew out of her Midwestern upbringing, primarily in Richmond, Indiana.

“It was a perfect ‘Leave it to Beaver’ kind of childhood,” she shares. “We all played together and everyone was in and out of each other’s homes. You walked in first and then announced yourself. It was a very close neighborhood.”

Alexander excelled in public school and fell in love with music at age 10 when she began playing the violin. But it wasn’t until age 14 that she learned about the family violin that had been passed down from her grandfather, a country fiddler in Poland. By the 10th grade, Alexander was already the concertmaster for her high school orchestra, a position normally reserved for seniors. She was subsequently named the concertmaster for the all-state orchestra.

“Where other kids were athletes, I was a musician,” she says. “The orchestra became a model for my understanding of teamwork and leadership.”

UC EXPERIENCE PAVES FUTURE

Alexander always knew graduate school was in her future.

UC was one of just a few schools that offered both an MBA and a degree in arts administration, so for Alexander, the choice to attend UC was a simple one.

The experiences and connections she made at the UC Lindner College of Business ultimately set the stage for her career, especially one unforgettable interaction that was part of her summer internship at General Motors Delco Products division in Dayton, Ohio.

My professor woke me up at the end of the exam and I was only half done. It was a terrifying beginning to my business career.”

Despite failing the final, young Alexander passed the class and the all-night bond she formed with the injured camper evolved into a lifelong friendship.

“To this day I still like to remind her that she is responsible for the only ‘F’ I’ve ever gotten,” Alexander laughs.

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At the end of the summer, Alexander and her fellow interns were asked to make presentations to the company’s executive team. One by one, the other interns spent a few minutes speaking about their summer experiences and then everyone clapped.

MUSIC AND BUSINESS UNITE

Then came Susan’s turn. With advanced approval of her supervisor, she brought her violin along. Alexander described and played two pieces of music. One was a Bach Fugue, a complex piece written in four voices as if they were having a conversation. The second, a Paganini Caprice, was far more showy and written to allow performers to show off their tricks and technical skills. She then explained that the two pieces of music exemplified what she had observed at GM. Some individuals worked seamlessly together in a collaborative fashion, while others were all about ‘me’ and tone deaf to others around them.

“I suggested that viewing the organization through the lens of a musician raised concerns as to whether GM was encouraging teamwork and innovation and the diversity of problem solving that would be critical to the company’s future success.”

She thanked them for the experience, wrapped up her presentation and the entire room sat in silence. Not a single person clapped.

“Finally, the controller stood up and said, ’Wow, that was really interesting, and it took a lot of courage to share that message with us.’ No one else said anything. Everyone quietly filed out of the room like they were leaving a funeral.”

Fellow interns told her that she had blown any chance of receiving a full-time job offer from GM, but while others were all about ’me’ and tone deaf to others around them.

Reflections of a 31-year career at Sotheby’s
Alexander soon learned that her presentation had made quite the impression. “Over the course of that week, every person who had been at the presentation called me and wanted to have a private conversation. They took me to lunch. They took me to breakfast. General Motors flew me to the corporate headquarters on its private jet to meet with corporate executives.”

She would later share her GM story with a visiting speaker at UC, David Campbell, executive director of the Center for Creative Leadership. Campbell was so impressed by her that he invited Alexander to his summer fellow program. Alexander’s experiences at the program helped set her on a path of success and shaped her future career.

BUSINESS CAREER TAKES OFF

Alexander ultimately turned down multiple job offers from GM and chose instead to work for the head of corporate affairs at Federated Department Stores in Cincinnati. While there, Alexander gained invaluable real-world experience and advice, including a recommendation from her boss to change her first name to one that was more professional. Thus, Suzy became Susan.

In 1980, Alexander relocated to Michigan and joined the Bendix Corporation, which at the time was the 80th largest company in the United States. A few years later, Susan accepted a new position in the public sector and at age 25, she was named deputy director for a division within the city of Indianapolis, supervising 60 people and managing a $35 million budget.

TOP LEFT: Susan Alexander in the Telepresence Room, where meetings are regularly conducted with Sotheby’s global human resources personnel and other senior management teams in Hong Kong and London.

TOP: Sitting in the Bristol gallery during “The Warhol Salon,” a private sale exhibition of Andy Warhol’s works on paper from the 1950s to 1980s.

BOTTOM: Standing amid the company’s retail wine store in the lobby of Sotheby’s headquarters, where some bottles sell for more than $400.

FAR RIGHT: Behind the scenes of the company’s Contemporary Art Department.

Throughout all of the ups and downs of her tenure at Sotheby’s, Alexander’s favorite aspect of the job was hiring and developing her colleagues. In a business known for its collections, she calls herself the “curator of people.”

Looking out for all 1,600 Sotheby’s employees (in more than 40 countries around the world) took on a whole new dimension when Susan and her husband, Kurt (a biology teacher at a private school in Manhattan), had twin sons — Matthew and Christian. Today their sons are 20 years old and in college, but back when she was balancing life as an international executive with two newborns, “it was totally nuts. It was like running a marathon every day.”

EYE ON RETIREMENT

Among the sacrifices Alexander made was giving up playing the violin in a string quartet with other professional musicians. As she moves into retirement, Alexander looks forward to playing again, travelling, mentoring young people and working on projects that focus on organizational effectiveness. She also plans to continue serving on the boards of the Greater YMCA of New York and the Greenwich Public Library.

LIFE OF THE PARTY

After a career that spanned more than three decades at Sotheby’s, Alexander is sure to remain one of the most interesting people at parties. Afterall, Sotheby’s has been selling the world’s finest things and most intriguing items since 1744 and Alexander often had insider access to them. Throughout her tenure, she had the unique opportunity to see iconic works of art such as Munch’s ‘The Scream’ and historical documents like the Magna Carta, the Declaration of Independence and successive drafts of the ‘I Have A Dream’ speech of Dr. Martin Luther King, Jr.

However, in Alexander’s mind, nothing topped the time she was able to take her 10-year-old nephew to a secret warehouse to privately inspect Sue, the largest and most complete Tyrannosaurus specimen ever discovered. “He got to hold the razor-sharp teeth and bones,” she says. “Those experiences are priceless.”

John Buch is editor of the University of Cincinnati UC Magazine.

“I think it is important to build trust, and you do that by being a good listener and being authentic. Not by pretending to listen but by really listening and trying to see the world from that person’s perspective.”

—Susan Alexander
Catalin Macarie transforms incoming students into young professionals in just two semesters as the Director of Freshman Experience.

BY PAIGE E. MALOTT

In a heated debate, the CFO of Cincinnati Bell challenged students about their SWOT conclusions. Turns out, the students made valid points.

600
annual number of students enrolled in the Freshman Experience

29
major companies partner with the Lindner freshman class

SWOT
business acronym: strengths, weaknesses, opportunities & threats

“Who are you in the big picture? Where do you fit in?” asks Professor Catalin Macarie, known warmly around Lindner by his nickname: Cat. His questions resonate with the 600 Lindner freshmen embarking on their journey through business school, be their major finance, marketing, or undecided.

The objective: provide students insight on how companies operate through hands-on experience. The freshmen then evaluate their interests and commitment to a major that best fits their skills.

“What we’re trying to avoid is a student spending four years in college, then going into the workplace and hating what they’re doing. The Freshman Year Experience gives them a strong understanding as early as possible,” Macarie says.

FRESHMAN YEAR EXPERIENCE

During their freshman year, students are divided into groups. Each group is then partnered with one of 29 companies, ranging from Fortune 500 leaders including Kroger and Macy’s to hometown heroes such as the Cincinnati Reds, Skyline Chili and Cincinnati Bell. In their first semester, students perform a SWOT analysis working alongside corporate leadership to identify strengths, weaknesses, opportunities, and threats within the business model.

Freshmen learn essential communication skills while interacting with the executive teams and gain an understanding of career paths through exposure to the business world.

Meanwhile, companies receive an unbiased outline of what’s working well and what can be improved upon as concluded in the analysis. At the end of the day, every company has the same approach to running, be it a Fortune 500 firm or a mom & pop shop. Team dynamics, leadership and department responsibilities exist in all companies.

We’re showing students the importance of strong ethics, communication, and professionalism at both the individual and team levels,” explains Macarie.

LIGHTS, CAMERA, CLASSROOM

Upon completion of the SWOT analysis, students develop a presentation to deliver the results. Creativity and imagination are encouraged, which has led Macarie’s classroom to transform into a Kroger grocery store, an IKEA showroom, a hospital operating table, and talk shows mimicking Ellen DeGeneres and Oprah. One of the most memorable, though, took classmates into a Power Wheels Jeep, a child-sized, battery-powered vehicle that zipped along decorated in Enterprise decals. At the end of the skit, Macarie was invited to take a ride.

BRAGGING RIGHTS

Second semester, freshmen switch their focus to new venture creation and writing their first business plan.

STORIES.

So, how did one educator go from part-time to one of the most passionate at Lindner? Five years ago, Macarie began teaching at Lindner as an adjunct professor. He brings nearly 20 years of corporate experience to the classroom, having held positions in multiple corporate departments while working in the U.S., Asia and Europe. Macarie’s broad perspective, energy and expertise helps students evolve into young professionals. For some, that means switching from a parent-sponsored accounting major to a personal interest in pursuing an industrial management degree. For others, it’s simply instilling good study habits in the transition from high school to university.

Macarie muses, “For the first month, students call me every name in the dictionary, but I am not here to be liked now. I am here to be thanked five, 10 years from now, and some, for the rest of their lives.”

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As you might expect, the answer varies greatly depending on a variety of factors. Kardes' work is of value to marketers as they continually look to increase the effectiveness of their advertising. For example, the notion of how crowded an individual feels varies greatly from person to person and even from environment to environment. However, Machleit’s three decades of research regarding retail atmospherics has illuminated several key factors that affect feelings of crowding as well as tactics that retailers can employ to mitigate those feelings.

Machleit’s work also has relevance for online retailers. She and her co-authors wrote the premier research article on “online atmospherics,” in which they demonstrate that the layout and overall design of web retail environments have as strong an effect on consumer purchasing behavior as physical store environments do.
Faculty

Assistant Professor of Management Joanna Campbell was part of a team that researched the relationship between CEO greed and company performance. Campbell, along with University of Delaware lead researcher Katalin Takacs Haynes, and Michael Hitt and Matthew Josey of Texas A&M University, found that although self-interest is a universal trait of CEOs, too much selfishness can harm company performance. In other words: CEO greed is bad for business.

The team dug into data from annual reports to shed more light on the impact of a company’s leader on employees, business partners and investors. Their studies offer evidence that some leaders are insatiable on employees, business partners and investors. Their behavior can be compared to the classic ideas of going above and beyond his or her basic job duties — when the worker and supervisor saw eye-to-eye about the relationship, even when it was poor.

The findings were published in the Journal of Business Ethics. The research of Michael Cook, annual adjunct associate professor of marketing, was accepted for presentation at the annual conference of the Association of Collegiate Schools of Planning in October 2015. His work with the Survey Research Center at Rutgers, “Decomposing Visual Preference Surveys of Urban Designs Using Eye-Tracking,” reveals the characteristics people fixate on when viewing imagery. The data, useful to marketers and urban designers, can assist in identifying consumer preferences.

Why pretend to like the boss? New research suggests that if you both admit to your feelings, you’ll perform better at work. Joel Koopman, assistant professor of management, was part of a team of researchers that examined whether differing relationship views between boss and worker affected work engagement or motivation. According to the study of 280 boss-employee relationships led by Fadel Matta, a doctoral candidate at Michigan State University, motivation suffered when an employee believed he or she had a good relationship with the boss but the boss saw it differently. The same finding held true when the boss believed the relationship was good but the subordinate did not. The two were surveyed separately, meaning the boss did not necessarily know how the employee felt about him or her, and vice versa.

Interestingly, employee motivation was higher — and the employee was more apt to go above and beyond his or her basic job duties — when the worker and supervisor saw eye-to-eye about the relationship, even when it was poor.

The findings were published in the Academy of Management Journal.

Lindner Research Fellows

The following Lindner faculty members have been awarded monetary support for their research efforts:

Lenisa Chang, Economics: “The Spillover Effects of Immunizations”


Craig Froehle, OBAIS: “Social Media Behavior Using a Proprietary Dataset”

Hui Guo, Finance: “Risk-Based Multi-Factor Model”

Dong-Gil Ko, OBAIS: “Learning Healthcare System: Management of Co-Production Knowledge to Improve Healthcare”

Michael Magazine, OBAIS: “Patient Flow in Proton Beam Therapy Center”

Olivier Parent, Economics: “Intra-Household Interactions in Living and Care Arrangements”

David Rogers, OBAIS: “Information Entropy as a Risk Measure for Portfolio Optimization”

Tan Yu, OBAIS: “Data Privacy in Marketing”

In the News

Local and national media outlets continually reach out to Lindner faculty to share their expertise on a variety of subjects. Recent highlights include:

- The earworm research (when a song gets stuck in one’s head) of James Kellaris, James S. Womack/Gemini Chair of Signage and Visual Marketing, continues to be written about in media outlets around the world, including USA Today, The Huffington Post, and National Post.
- UC Real Estate Censor Director Shaun Bond was quoted by The Cincinnati Enquirer on the home sales surge and featured on WRRC Channel 12 regarding Cincinnati’s growth in hotel developments.
- Drew Boyd commented on the effect of Procter & Gamble’s plans to slash its advertising budgets on local ad agencies in The Business Courier.
- Karen Machleit, marketing professor and department chair, spoke to The Cincinnati Enquirer and USA Today regarding Procter & Gamble’s introduction of uniquely flavored toothpaste.
- Julie Heath, director of the UC Economics Center, writes an ongoing financial literacy column in The Cincinnati Enquirer.
- Chuck Matthews, professor of entrepreneurship and strategy, commented on the best and worst cities for hispanic entrepreneurs on WalletHub.
- Matthews also has an ongoing column on entrepreneurship in The Cincinnati Enquirer.
- Jeff Camm, then director of the UC Center for Business Analytics, was quoted in the Chronicle for Higher Education on the explosive growth of Lindner’s graduate data analytics program.
- Mike Fry, operations, business analytics and information systems professor and department chair, commented on a WCPO Channel 9 story on Kroger giving all shelf space to a smaller unknown bottled water brand.
- David Brasington, the James C. and Caroline Kautz Chair in Political Economy, Craig Froehle, operations, business analytics and information systems professor, and Joshua Beck, assistant professor of marketing, have been awarded UC funds in support of their research. Brasington will study the effect of taxes on home prices, Froehle will analyze SMA data and Beck will explore community sentiment and brand equity.
- Jane Sojka, professor-educator of marketing, received the Academy of Marketing Sciences 2015 Lamb-Hair-McDaniel Outstanding Marketing Teaching Award. She received the award for her teaching excellence and for providing a forum for colleagues to share their classroom successes.

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Jane Sojka, professor-educator of marketing, and Elliott Manzon, assistant professor-educator of marketing, were both selected as finalists for the Society for Marketing Advances “Innovations in Teaching Competition.” Sojka will present her innovation “Closing the Gender Gap in Confidence” at the SMA Conference November 2015.

Manzon will present a talk on Developing Student Creativity: The Kickstarter Marketing Project.”

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Jennifer Lewis, associate director of undergraduate programs at Lindner, and David Beck, assistant marketing professor and Chuck Matthews, professor of entrepreneurship and strategy, were awarded a new Faculty-Led Study Abroad Mentoring Grant to explore opportunities and plan for new study abroad travel experiences for UC students. Lewis traveled to Germany with experienced mentors Lee Armstrong, associate director of international programs at Lindner, and David Rapien, assistant professor-educator of operations, business analytics and information systems, who led a business course there in May 2015.

Beck and Matthews explored Spain, Dubai and United Arab Emirates, in hopes of leading students there in the future.
New Faculty, New Titles, New Roles

ACCOUNTING

Brian Goodson
Assistant Professor of Accounting
PhD: University of Mississippi
Research: Dissertation “How Does the Audit Report’s Structure Affect Nonprofessional Investors’ Attention to Its Content?”

Paul Ordyna
Assistant Professor of Accounting
PhD: University of Connecticut
Research: Dissertation “Voluntary Going Concern Disclosure and Bankruptcy Planning.”

Elizabeth Kohl
Assistant Professor of Accounting
PhD: University of Mississippi

FINANCE

Erik Boyle
Assistant Professor of Accounting
PhD: University of Utah

Tong Yu
Professor of Finance
PhD: University of South Carolina

Michael Erikson
Assistant Professor of Finance
PhD: Syracuse University

PROMOTIONS & NEW EDUCATORS

Promotions

David Brasington - Professor of Economics
Elaine Hollensbe - Professor of Management
Suzanne Masterson - Professor of Management
Uday Rao - Professor of Operations, Business Analytics & Information Systems
Ric Sweeney - Associate Professor-Educator of Marketing

New Educators

Mark Bell - Assistant Professor-Educator of Accounting
Erik Boyle - Assistant Professor of Accounting
Gretchen Goges - Annual Adjunct Assistant Professor of Marketing
Dianne Hardin - Annual Adjunct Assistant Professor of Marketing
Elliott Manzon - Assistant Professor-Educator of Marketing
Jonathan Miles - Assistant Professor-Educator of Management
Melissa Newman - Assistant Professor-Educator of Management
Aaron Pennington - Assistant Professor-Educator of Business Law
Whitney Westrich - Assistant Professor-Educator of Business Law

Lindner Honors Programs Name New Faculty Directors

Two of Lindner’s business honors programs have new leadership. Professor Ruth Seiple will lead the Marvin P. Kolodzik Business Scholars (KBS) and Associate Professor Ric Sweeney will lead the Circle of Excellence program.

“Each bring exceptional program director experience, industry and academic leadership, award-winning teaching and student service and deep commitment to business honors and our College,” says Lindner College of Business Dean David Szymanski.

Seiple is the long-standing program director of Lindner’s Bachelor of Science in Industrial Management and Operations Management programs as well as a lauded advisor of the American Production and Inventory Control Society student organization. She is a repeat recipient of multiple Lindner teaching awards. In addition to working closely with employers and area high schools, Seiple has co-led the Lindner Undergraduate Programs team, managed multiple study abroad programs, and is a long-standing KBS supporter.

Sweeney is a highly-respected student advocate whose leadership has fueled the development of both individual students and Lindner as a whole. He has recently served as the undergraduate program director for marketing and acted as the faculty advisor of multiple student organizations, including the American Marketing Association student chapter and UC's Student Government. Sweeney has received numerous teaching and student-service awards and is the chair of the international American Marketing Association.
Excellence surpassed the 75-member mark during the last three years, Lindner has added 32 faculty members to its ranks bringing its total faculty number to 79. Today, more than one-quarter of the tenured and tenure-track faculty at Lindner are women. Those figures are up 11% compared to four years ago. ‘We’re not where we want to be or will be, but our gradual approach compares well with other business schools as we strive to continue our efforts in creating a more gender-diverse faculty,’ Lindner Dean David Szymanski says.
Career Services Expands

Co-op added to list of professional offerings

It’s no secret that students who gain professional experience during college are more likely to land a job at graduation. At UC, 69% of the seniors who participated in a co-op or internship had a full-time job offer after graduation.

One of the many reasons students attend the University of Cincinnati and the Lindner College of Business is for its world-renowned cooperative (co-op) education program.

Building upon UC’s tremendous cooperative education foundation, co-op for business students is transitioning from UC’s Division of Professional Practice to Lindner Career Services. Beginning fall 2015, Lindner Career Services will manage all professional experiences (internships, co-ops, full-time and part-time opportunities) for Lindner students. Four new staff members, including an on-campus recruiting manager, have been hired to facilitate career exchanges between employers and Lindner students.

The benefits of this move are plentiful as both employers and students now have a single point of contact for all hiring and employment issues. Lindner students can continue to earn up to two years of work experience prior to graduation and the co-op program still allows students to connect with prospective employers and easily transition into a career.

Students seeking internships, co-ops, full-time or part-time employment should speak with their Lindner Career Services career coach.

Meet The Lindner Career Coaches

- Kevin J. Hardy, director
- Brooke Hiltz, associate director. Advises MBA and MS-Business Analytics students
- Juliann Hensel, assistant director. Advises Operations Management, Industrial Management and Entrepreneurship students
- Angie Lucas, assistant director. Advises students in Information Systems and International Business
- Amy Marcum, assistant director. Advises students in Accounting, Tax, and Human Resources
- Carly Trimbo, assistant director. Advises students in Marketing
- Andy Wellendorf, assistant director. Advises students in Marketing
- Samantha Wickstorf, assistant director. Advises students in Finance, Economics, Real Estate and Insurance & Risk Management majors
- Lisa Forbes, on-campus recruiting manager

Hiring a Lindner student is easy as 1-2-3

HireUC is UC’s on-campus recruiting database and job posting site. It is the best place for companies to post co-ops, internships, part-time positions and full-time opportunities. To post a position, simply visit www.HireUC.com.

For more information regarding hiring Lindner students, please contact Lindner Career Services On-Campus Recruiting Director Lisa Forbes at Lisa.Forbes@uc.edu or 513-556-5586.

Follow Lindner Career Services on Twitter: @HireLindner

Lindner Career Services is now your one-stop shop to hire students for co-ops, internships, part-time and full-time positions.

Online Job Portal Expands

When launched last year, Lindner Career Service’s online portal featured searchable profiles of graduate students in Lindner’s MBA, Master of Science in Business Analytics and Master of Science in Information Systems programs. The portal received high praise from employers and students alike, so beginning in fall 2015, profiles of all Lindner graduate students will be viewable. Additionally, undergraduate students in Lindner’s three business honors programs and its Business Fellows initiative will also have their online profiles included in the database.

To view the new online search portal, please visit business.uc.edu/career

More than 170 employers participated in UC’s Career Fair and more than 1,200 Lindner students engaged with recruiters.

The Lindner MBA is rated one of the Top 10 public programs in the U.S. by the country’s top recruiters.

When UC's fall Career Fair 2015 will be Sept. 16 and 17. Register at uc.edu/careerfair

Lindner Career Services is now your one-stop shop to hire students for co-ops, internships, part-time and full-time positions.

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Tell us about a favorite country that you’ve visited.

NB: Besides the places I have lived, my top five are Cuba, Egypt, Scotland, Argentina and Thailand. I had to choose just one, though, it would be Turkey. The colors and Mediterranean coastline are straight off the cover of a National Geographic magazine, and the people will make you feel like you have always been part of their family. Istanbul has a fantastic public transportation system and its central location makes it easy to travel to Europe, Africa, and Asia. Combined with remote Greek ruins, lavish palaces, vibrant marketplaces, and some of the world’s best food, Turkey is wanderlust gold.

What led you to these travel opportunities?

NB: I fell in love with international living when my family lived in Germany for two years while I was in high school. We traveled to 25 European countries together, and I’ve never been the same! I received my undergraduate degree in teaching English as a second language, and after working in Virginia public schools for one year, I moved to Caracas, Venezuela, to teach with the Network of International Christian Schools. Four years later, I moved to Accra, Ghana, in West Africa. During this period, I did the bulk of my solo traveling around South America, the Middle East, and Africa. I like to live life to the fullest, so every chance I had, I was off to a new country.

Being an international traveler, you had many options in selecting a university for your MBA. Why Lindner?

NB: Frankly, because it was fast and relatively inexpensive. I didn’t want to stay in The States for very long, and Lindner has a nationally-respected MBA program that would prepare me and give me a good return for my money.

What led you to pursue an MBA specializing in Entrepreneurship?

NB: I have always been a leader who is independent and adventurous, so entrepreneurship fit well with my personality. Having lived in Venezuela and Ghana, I am focusing on how business can be used as a method of empowering leaders in developing countries.

In Ghana, I became friends with a jewelry maker who learned the trade from his grandmother and now sells his own designs from a roadside stand. Each morning, I passed a woman who awoke at 4:00 am to make dough that she would fry into “Ghanaian donuts” and sell to people as they walked to work. I realized that I would love to help these people grow their businesses. I knew an MBA would give me an overview of business and that a focus on entrepreneurship would equip me to help self-starters move beyond subsistence living into a sustainable lifestyle.

What do you aspire to do upon completion of your degree?

NB: I want to serve people in ways that will have an eternal impact such as establishing a combination home/trade school in the Middle East for teen girls rescued from dangerous situations. The girls would operate a guesthouse for missionaries, attend trade school, and learn basic business principles while being encouraged to pursue other interests locally or online.

Which was your most memorable MBA class?

NB: Corporate, Legal & Social Responsibility. I found the juncture of law and business fascinating. The class opened my eyes to how a business impacts far more than just its immediate stakeholders and how a corporation can be used to benefit its local environment as well as its global environment.

What have you learned about yourself since becoming a Lindner MBA student?

NB: As an English major, I’ve learned that accounting and finance are different things! (laughs) Business is like a game, and we are all jugglers living for that elusive moment when the economy, finances, data, human resources, operations and management are all perfectly synced for maximum output. Innovation is the key to growth and to be afraid of change is to be left behind. I’ve learned that having integrity sets you apart almost immediately. And contrary to what I used to believe, business is not boring!

What advice would you give to others considering an MBA at Lindner?

NB: My MBA experience has been full of knowledgeable and accessible professors, the highest caliber students, relevant programs tailored to me, and a learning environment in which I am valued and challenged. It’s absolutely been one of the best decisions I have ever made.
GADGETS DESIGNED AND MANUFACTURED ON CAMPUS

BY PAIGE E. MALOTT

LINDNER MADE

THE CLASS:
NEW PRODUCT DEVELOPMENT

Lindner’s New Product Development class has become a popular elective among UC juniors and seniors. In the course, Professor Elliott Manzon begins with students identifying opportunities in the market for products and learning techniques for creating new ideas. Next, the group conducts consumer research to get feedback, selects a target audience, and creates a sales plan to introduce the product to their customers. Computer Aided Drafting (CAD) software is utilized to model and print prototypes. At the end of the term, the students create print and video advertisements and use them to launch an online crowdfunding campaign on Kickstarter.

3D PRINT FABRICATION

The pivotal game-changer was when Manzon’s class acquired a 3D printer. Students learn to design on TinkerCAD, an online drafting software, to manufacture prototypes of their concept. Employing the 3D printer in Lindner’s New Product Development Lab, the drafts are sent to print, which outputs a plastic substance instead of ink. Manzon’s class uses PLA plastic, a biodegradable compound derived from plants. The plastic is shaped into thread-like layers, ultimately building a functional item. With the ability to fabricate objects as big as 8.5 inches³, the 3D printer can build a prototype in as little as one hour, depending on the object’s size.

“The value of 3D printing is that it lets makers take concepts and turn them into functioning products. Once students have a tangible product, it’s much easier for them to create a high-quality marketing plan and apply marketing concepts,” Manzan says.

OUTSTANDING INNOVATORS

Last spring, a team of Manzon’s students created a travel mug that functions as a pour-over coffee brewing system (Kaféo) and entered it in the university-wide Innovation Quest Elevator Pitch competition. Out of 140 participants, they placed second and won $500 for their design. Other Lindner Maker inventions include a grocery bag carrying system, a window cleaning device and a popsicle stick holder for children. Students have also ventured into creating new mobile technology such as a combination cell phone case and earbud holder, a cell phone charger that doubles as a holer for the phone and a cell phone screen magnifier for visually-impaired consumers.

FUTURE MAKERS

“Printing student designs is really what I look forward to the most, because with new products, it’s always exciting to see how they turn out since they are one of a kind,” explains Manzon.

In the future, Manzon wants to introduce his students to non-profit organizations that are interested in creating moveable prosthetic limbs built from 3D prints. In the meantime, Manzon finds pleasure in simply inspiring his students to become Makers:

“Many enter the New Product Development course having never built anything in their lives. I hope students leave the class feeling empowered that they can create new ideas and turn them into new products.”

Plastic robot created with 3D printer.

Opposite: Kaféo travel mug, cell phone screen magnifier, grocery bag carrier, and cell phone case with earbud wrap.
Executive Summary

It's a warm day as I make my way to the Kroger Digital and eCommerce campus in Blue Ash, Ohio. Upon first glance, the building seems like any of the countless others in the surrounding office parks. Though, after checking in with security at the front desk, I quickly realize this is anything but a normal office.

As I await my interview with the man in charge, the sound of pop music escapes through a doorway as casually-dressed employees re-enter after an outdoor “walking meeting.” I'm confused. This isn't at all what I was expecting. What's happening back there? It sounds like a party. Just as my curiosity is piqued, a quiet, reserved gentleman greets me with a smile and a handshake, then invites me back to the “party.”

The man in charge is Shashank Saxena, a 2008 graduate of Lindner’s MBA and MS programs. Saxena’s interest in Information Technology began as he was a computer science undergraduate at Troy State University in Mumbai, India, and has grown throughout his career. As the Director of Digital and eCommerce Technologies at Kroger, he manages the web, mobile, tablet, eCommerce and platform development teams at Kroger Technology.

As we walk through the building, Saxena explains the unique and fun office culture. He points out the open work area where employees manage all of Kroger’s web apps and websites from side-by-side desks with no cubical walls. Finally, we pass the stereo system projecting the afternoon entertainment and enter his office.

I sat down with Saxena and asked him a few questions for our Executive Summary.

What made you choose the University of Cincinnati Lindner MBA program?

SS: When I decided to pursue my MBA, I reviewed and researched multiple programs throughout the country. I was living and working in Los Angeles and when I applied for admission, much like every other applicant, I took into account multiple factors such as cost, duration, placement record, cohort experience and the ability to specialize in my selected field of study. I also looked at external factors such as location and cost of living. The one metric I really wanted to optimize on was value. The Lindner program offered me an opportunity to get an MBA as well as a Master of Science in Information Systems in just two years. The quality of the education was impressive and the cost reasonable.

What impact has your Lindner education had on your career success?

SS: I came to the UC MBA program straight out of college with a BS in computer science. I had the acumen for critical thinking, but lacked the business context and exposure.

The Lindner MBA program had multiple courses that focused on case-based learning techniques and group discussions. The multiple reading assignments (generally “Harvard Business Review” cases) followed by classroom discussions helped me gain an understanding of the business world, diversity in perspective and application of other basic coursework. Today, I use all of these skills in my day-to-day role.

What are your thoughts on Lindner’s transformation in terms of its growing enrollment and big national rankings jumps?

SS: I am extremely proud of the leadership team at Lindner and UC overall. I believe the rankings are a reflection of the effort and hard work the team has put in to improve the quality of the program and overall campus experience.

You currently sit on the recently-created Kroger MBA Advisory Board. What are your goals for Lindner?

SS: Our goal as a volunteer board is to prepare talent for the real world. The business world is changing rapidly and we’re seeing a lot of vertical disruption in almost every industry. Given the nature of this rapidly changing business environment, we want our students to graduate with the skills necessary to successfully maneuver within this climate.

We want to make sure our program reflects current market realities and that our students graduate with the best experience possible. We aspire to have a “great” MBA program and the role of this advisory board is to take this program from “good” to “great.”

What transformative projects are you currently working on with Kroger?

SS: My team continues to roll out feature enhancements for the Kroger mobile application. We recently hit the two billion digital coupons download milestone, and the growth rate and adoption continue to be both impressive and record breaking. We recently launched our ClickList service in Cincinnati, in which customers can now order groceries online and pick them up via drive through in select stores. We plan on aggressively rolling out this feature in the future. We’ve also made pharmacy prescription refills simpler by enabling customers to complete their transactions online or through our mobile app. Kroger shoppers can also order birthday cakes, party platters and holiday dinners online. This online service is unprecedented during the holiday season, and our customers seem to love the convenience. We believe this is just the beginning of our journey to engage customers digitally and offer them convenient ways of engaging with us.

From a technological standpoint (in particular mobile), where do you see the future of business?

SS: The rise of mobility and its growth in customer adoption has drastically changed the way we interact with customers. We can now connect with customers in real time with complete location and contextual awareness. Today, based on the time of day, location and other profile-specific details, we can offer custom personalized offers, coupons and promotions that are relevant to each individual customer rather than just targeting a broader group or segment at large. It also impacts the go-to-market branding and marketing strategies for companies and brands. Customers are accessing more content than ever before due to constant connectivity.

Please discuss your previous Citibank mobile banking projects and how you are applying that work at Kroger?

SS: I was involved with multiple innovative projects during my tenure at Citi. I managed the mobile check deposit project, the rollout of mobile applications to 13 South American countries and the Google Wallet project, all within the 2009 to 2012 timeframe. At the time, they were all cutting-edge efforts for a bank because the financial services industry is traditionally mature on the digital adoption curve.

Retail, however, has been dominated by either brick and mortar or eCommerce retailers. The amalgamation into omni-channel retail is an ongoing journey for most retailers. Hence, the concepts of customer engagement and interaction across channels are very portable from the financial services industry to the retail industry.

How important is international experience in today’s business world?

SS: It’s more critical today than it has ever been in the past. We live in a connected world and macroeconomic trends have a broader impact in today’s business environment. International experience also teaches individuals cultural tolerance and appreciation for diversity.

In the fall of 2006, Shashank Saxena began his journey to attain an MBA degree in the United States. He achieved his goal at UC’s Lindner College of Business and in less than a decade has taken the IT field by storm.
Early on, John Berding distinguished himself as a business leader. Before graduating summa cum laude as an accounting and finance double major from Lindner, Berding used his cooperative education assignments at American Financial Group (AFG) to launch a career that has spanned more than three decades at the Fortune 500® firm.

Early in his career, after earning his MBA from the University of Chicago, Berding managed and traded AFG’s mortgage-backed securities portfolio. His analytical prowess earned him a promotion to chief investment officer of AFG’s largest portfolio by age 30. As he excelled in his work, Berding became part of the leadership team of American Money Management Corporation (AMM), the subsidiary which invests AFG’s entire investment portfolio. By age 48, he was named president of AMM and now manages a portfolio in excess of $35 billion. His investment successes have returned results that have been among the very best in the insurance industry. As a result, he was elected to AFG’s Board of Directors in 2012. As a member of the AFG Board, Berding works closely with AFG Co-CEOs Carl and Craig Lindner, and his influence touches the entire organization.

His professional success, coupled with great integrity and leadership, earned Berding UC’s highest alumni honor — the William Howard Taft Medal for Notable Achievement.

Colleagues are quick to praise Berding’s business acumen, character, values and ethics. His humble brand of leadership enables him to connect with people on a personal level. He exhibits unbounded intellectual curiosity and a passion for understanding and learning, which inspires and motivates those around him.

Berding continues to stay connected with his alma maters. He endowed a scholarship fund in Lindner’s name and also served as a key advisor on key initiatives like the Student Leadership Engagement and Career Engagement (PACE) and College of Arts and Sciences programs.

As John Berding, BBA ’85, left, received UC’s highest honor — the William Howard Taft Medal for Notable Achievement from UC President Santa J. Ono at the Distinguished Alumni Celebration in April 2015.

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John Berding, BBA ’85, left, received UC’s highest honor — the William Howard Taft Medal for Notable Achievement from UC President Santa J. Ono at the Distinguished Alumni Celebration in April 2015. 

John Berding, BBA ’85, left, received UC’s highest honor — the William Howard Taft Medal for Notable Achievement from UC President Santa J. Ono at the Distinguished Alumni Celebration in April 2015.

As Lindner continues to grow, the college aims to increase its engagement with the Cincinnati business community. Students benefit from the college’s business partnerships, experiential learning and career opportunities, and our business partners benefit from their association with Lindner faculty, students and organizations. To further expand the engagement component of our PACE curriculum, Raggio will partner with Lindner’s Business Advisory Council, Career Services, Undergraduate and Graduate Programs teams, faculty members and the college’s leadership team to enhance and proliferate connections with the region’s top corporations, privately held businesses and startup organizations.

Patty Raggio, executive director of corporate engagement, can be reached at Patty.Raggio@uc.edu or 513-556-6585.
Another Record-Breaking Year in Undergraduate Programs

For the third consecutive year, Lindner set an all-time record for the number and quality of applications received for its incoming freshman class. Applications for the fall 2015 freshman class increased by 5% over 2014, which was the previous high set in the 100+ year history of UC’s Lindner College of Business. More importantly, the number of Lindner freshman confirmations increased by 8% this year, leading to the largest and highest quality freshman class in more than 25 years.

Setting the Stage for Continued Success

To maximize the success of our students, we continue to expand our innovative PACE curriculum, which focuses on the development of each individual student’s Professionalism, Academics, Character and Engagement (PACE).

Professionalism: Given that cooperative education (co-op) and internship opportunities can be the start of successful professional careers, we’ve expanded both the personnel and resources of Lindner Career Services. The undergraduate career services staff is now specialized by major, providing corporate recruiters and business students with a single point of contact for co-op, internship, part-time and full-time openings.

Academics: The launch of the Circle of Excellence, Lindner’s third business honors program, was a success. More than 20% of our incoming freshmen are now part of a business honors program, providing them with special benefits from the college’s PACE curriculum, which focuses on the development of each individual student’s Professionalism, Academics, Character and Engagement (PACE).

Character: Lindner continues to be a leader in service, leadership and international experiences. Participation in study abroad programs grew by more than 30% this year. Lindner leads the University of Cincinnati in the number of study abroad programs offered and the number of study abroad student participants.

Engagement: Student organizations continue to shape and drive Lindner to even greater heights. The Lindner Ambassadors host the undergraduate program’s weekly information sessions and speak with prospective students on an ongoing basis, contributing to Lindner’s record-breaking application and enrollment numbers. The Lindner Student Association (LSA) routinely brings local executives to campus, providing students with unparalleled networking opportunities. The LSA also organizes and executes the UC Career Fair, which brought more companies to campus than ever before.

Key Statistics

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<th>Fall Freshman Applications and Enrollments</th>
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<tbody>
<tr>
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<td>618</td>
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* Estimated enrollment
** Admission criteria increased

Christina Beer

At the University of Cincinnati, Christina Beer is a standout. Not only for her 6-foot stature, but also as one of the most recognizable faces among the more than 44,000 students who roam the urban campus. As she strolls across the commons on a sunny spring day, passing students eagerly wave and chirp their hellos. Beer, a senior in the Lindner College of Business, smiles and waves back like a homecoming queen aboard a giant float. Oh, wait, she was the homecoming queen and she has a long list of other accomplishments, too.

Beer, an information systems and finance double major at Lindner, reigned over the UC student body as president in the 2014-2015 school year. She yearned to make a difference during her time at UC and she certainly did.

She was the university’s first female student body president in more than 20 years and contributed to a number of high-profile initiatives such as safety, sexual assault prevention and awareness, off-campus housing and innovation.

“I wanted to empower other people to be active and engaged with the community,” she says.

In addition to serving as UC Student Body President, winning homecoming queen and being awarded the Outstanding Undergraduate in Information Systems honor at Lindner, Beer recalls other memories as UC’s Student Body President and Homecoming Queen.

Through LHP and Serve Beyond Cincinnati, she enjoyed international opportunities that took her to study abroad in France, Germany, El Salvador, Guatemala, Peru, China, Singapore and Thailand.

“It was a great experience, travelling the world and learning about business in other countries,” she says. “It allowed me to step outside of my comfort zone and experience life in a completely different way.”

Beer took advantage of other campus opportunities as well. A key reason Beer opted to study business at Lindner was the opportunity to participate in UC’s nationally-ranked co-op program. After two co-op rotations with General Electric Aviation, she landed a full-time position in the company’s Information Technology Leadership Program.

During her four years on campus, Beer engaged with a number of student organizations that she said offered her “the opportunity to meet many new people and build connections with organizations and departments at UC and in the community.”

Her campus involvement extended to Roar Tour Guides, Kappa Alpha Theta, Colleges Against Cancer, Sigma Phi Women’s Honorary, Honors Ambassadors and the University Honors Program. Beer was also a finalist for the C-Ring Award, one of the oldest and most prestigious awards given each spring to an outstanding senior woman.

Upon graduation, Beer summed up her UC experience as a place of unlimited possibilities. She encourages newcomers to “try something new and take on a challenging opportunity.” She adds, “you have the ability to define your UC experience.”

Christina Beer, who accepted a position with General Electric Aviation, served as UC Student Body President and Homecoming Queen.

BY JUDY ASHTON

Another Record-Breaking Year in Undergraduate Programs

Applications

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<tr>
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<td>2,324</td>
<td>2,702</td>
<td>2,844</td>
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</tbody>
</table>

* Estimated enrollment
** Admission criteria increased

Lindner leads the way at UC in the number of study abroad opportunities. Lindner’s International Retailing class visited Milan, Italy, on a study abroad program coordinated by the MIP Politecnico di Milano School of Management. The group here is posed in front of the Milan Cathedral — the largest Gothic cathedral in the world. The group also visited the 2015 World Expo in Milan.

<table>
<thead>
<tr>
<th>2013</th>
<th>2014**</th>
<th>2015</th>
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<tr>
<td>618</td>
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<td>1,452</td>
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MBA Students Make an Impact in India

In the spring of 2015, Mike Ross, A&S ’99, MBA ’02, senior director of sales - Kroger Team at the Kellogg Company, brought an exclusive project to the Lindner College of Business. The Kellogg team in India was looking to identify a new “hot breakfast” item to bring to market.

The project was tasked to a team of five MBA students that were enrolled in a Lindner study abroad course focused on doing business in India. The opportunity gave the students hands-on experience in the Indian market and a real-world application of the material they were covering in the classroom.

Before traveling to India, the student team performed secondary research, identified potential products and conducted consumer surveys. In India, they met with members of Kellogg’s leadership team in Mumbai (including the Director of Marketing and Director of Consumer Insights) and received feedback on their ideas.

Based on the feedback, the students focused on one of the product ideas and prepared a detailed marketing plan.

“This was a great opportunity for Kellogg to partner with Lindner and the University of Cincinnati in a meaningful way,” Ross says. “The Kellogg’s marketing leaders in India thoroughly enjoyed the research, marketing plan and new product ideas presented by the students.”

“The students represent Lindner’s ongoing efforts to diversify the MBA experience,” says Vivek Choudhury, Associate Dean for MBA Programs. “This is an active and committed Board” says Mike Paxton, Chair of the MBA Board of Advisors and sponsor, along with his wife, Sue, of the Paxton Fellows Scholarship program. “We are working closely with Professor Vivek Choudhury, Associate Dean for Graduate Programs, to find new ways to expand the initiatives that currently form the foundation of the Lindner MBA program.”

The Advisory Board is made up of a diverse panel of both industry leaders and young professionals. The Board members charged with leading the Lindner MBA program into the future are:

- Mike Paxton, BBA ’69, MBA ’70 Chair, MIP Growth Advisers
- Rick Findlay, BBA ’69, MBA ’70 Board Member, Corporation for Findlay Market
- Samir Kulkarni, MS ’04 Vice President of Operations, Solica Construction
- Dean Kuroff, BBA ’87, MBA ’94 Managing Director, Accenture
- Jackie Neumann, BBA ’71, MBA ’75 Deloite (retired)
- Shamshak Saxena, MBA ’08, MS ’08 Director of Digital and eCommerce Technology, Kroger
- Tony Shipley, MBA ’75 Chairman, Queen City Angels

MBA BOARD LOOKS TO EXPAND PROGRAM QUALITY

The Lindner MBA program recently created a seven-member Board of Advisors to assist in accelerating its growing national prominence in graduate studies. The Board will provide more focused industry insight and experiential learning opportunities for MBA students.

“This is an active and committed Board” says Mike Paxton, Chair of the MBA Board of Advisors and sponsor, along with his wife, Sue, of the Paxton Fellows Scholarship program. “We are working closely with Professor Vivek Choudhury, Associate Dean for Graduate Programs, to find new ways to expand the initiatives that currently form the foundation of the Lindner MBA program.”

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MBAAWESOME

Lindner MBA students were tasked by Kellogg to identify a new breakfast item for the Indian market. The team presented their recommendation to the Kellogg team in Mumbai.

Students from left, clockwise are:
Roger Cric, Leonard Scott, Michael Goedde, Natalie Bullock and Ariel Miller.

BY MATT CRONE, BBA ’06

Continued

Rankings and Enrollment Successes in Graduate Programs

For the sixth year in a row, Lindner graduate programs experienced a record number of applications and enrollments. Graduate enrollments have increased by almost 85% over the past six years thanks to huge rankings jumps by the Lindner MBA programs and enrollment surges in Lindner’s acclaimed Master of Science in Business Analytics and Master of Science in Information Systems programs.

New Programs and Study Abroad Option

For the first time ever, the Lindner full-time MBA program is ranked among the nation’s Top 50 programs by Bloomberg Businessweek. Additionally, the Lindner part-time MBA program is ranked among the Top 50 programs in the country by U.S. News and World Report. Thanks to those honors, UC is now the only university in the region with both a full-time and part-time MBA program ranked among the Top 50 programs in the United States.

To ensure the Lindner MBA programs continue building on their current momentum, a new Lindner MBA Advisory Board has been created. This new group of esteemed business professionals is focused on identifying new ways to expand the experiential components of the Lindner MBA program, such as client-facing capstone projects and an industry-specific mentoring program for students.

New Programs

In fall 2015, the Master of Arts in Business celebrated earning the biggest MBA rankings jump in the nation in U.S. News & World Report on the Fountain Square ice rink in downtown Cincinnati. Soon thereafter, Bloomberg Businessweek ranked the Lindner MBA one of the nation’s Top 50 programs.

Key Statistics

Graduate Applications

Academic Years

2011-2015

1,248

1,412

1,908

2,303

11-12

12-13

13-14

14-15

Graduate applications have increased by 85% over the last four years.

For the sixth year in a row, Lindner graduate programs experienced a record number of applications and enrollments. Graduate enrollments have increased by almost 85% over the past six years thanks to huge rankings jumps by the Lindner MBA programs and enrollment surges in Lindner’s acclaimed Master of Science in Business Analytics and Master of Science in Information Systems programs.

The Master of Science in Finance program has incorporated the CFP® (Certified Financial Planner) curriculum. Students can now prepare to take the CFP® exam by including those courses in their program of study.

Lindner also recently launched a new graduate study abroad program to India. In March, MBA and MS students travelled to New Delhi and Mumbai while making corporate visits to leading companies such as Unilever, Procter & Gamble, Kellogg, TCS, Reliance, E-Value Serve, and ConAgra. During the program, some students worked on a project for Kellogg researching and recommending a new hot breakfast item for the Indian market.
Online Graduate Program Enrollments

Lindner Online Programs Recognized Nationally

In the 2015 rankings of online programs released by U.S. News & World Report, Lindner’s Master of Science in Taxation (MS Tax) and online MBA were each highly ranked.

The Lindner online MBA, which launched in January 2014, was ranked No. 38 among the nation’s fully online programs and the MS Tax program was ranked No. 1 among the country’s online graduate public Tax programs.

U.S. News & World Report also ranked the Lindner online MBA No. 58 among the country’s Best Online MBA Programs for Veterans and the MS Tax program No. 27 among the Best Online Graduate Business Program for Veterans.

Both programs offer added flexibility and rely on the same experienced instructors that teach Lindner’s campus-based programs.

Growing Enrollments

Lindner Online programs have continued to grow in popularity as online enrollments grew by 29% this year.

New online health care certificates and MBA specializations have proven attractive options for those interested in health care. The cross-disciplinary graduate programs provide faculty expertise from Lindner and UC’s College of Allied Health Sciences.

Enrollments in Lindner’s collaborative online Master’s in Health Administration have more than doubled over the past four years and now include 175 students from 27 states.

MOOC Makes History

UC’s first Massive Open Online Course (MOOC) returns for a third appearance in fall 2016. “Innovation and Design Thinking,” which attracted more than 1,400 participants from more than 100 countries in Fall 2014, is again co-led by Lindner and UC’s College of Engineering and Applied Science (CEAS). The course made history in 2013 with the largest enrollment of any UC campus-based or online course. UC pioneered the MOOC2Degree concept by offering college credit to those that successfully completed the seven-week MOOC and subsequently enrolled in an MBA or CEAS graduate degree program.

In support of Lindner’s growing online programs, new staff joined our ranks to enhance faculty delivery and teaching effectiveness. Faculty can now provide personalized video feedback, giving students faster and more detailed comments for greater depth of learning.

Key Statistics | Online Graduate Program Enrollments

<table>
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<th>Year</th>
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<tr>
<td>2015</td>
<td>1,482</td>
<td>1,482</td>
<td>300</td>
</tr>
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Why are we seeking to build a new home for the Lindner College of Business?

To FOSTER a state-of-the-art and exceptional learning environment

To SUPPORT dramatic growth in enrollment and faculty expansion

To ADVANCE the college as a national leader

Philanthropic Investment Highlights

- Jeff, BSCH ’87, MBA ‘91, and Deanne Dornoff, BSCE ’86, MSCE ’88, designated Lindner as a beneficiary in their will to support the Ronald J. Dornoff Fellow of Teaching Excellence award in honor of Dornoff’s father.
- Lindner’s faculty and staff reached 96% participation in the 2015 Faculty/Staff Campaign. Drew Boyd, executive director of Lindner’s Master of Science in Marketing Program, has also pledged a leadership gift to the college.

Transforming Lives

- Lindner is thrilled to announce the continued Premier Partnership of the Center for Professional Selling with The Habegger Corporation. The Cincinnati-based wholesale distributor’s three-year partnership will continue its commitment to helping educate and train future sales leaders.
- John Goering, BBA ’36, MBA ’60, HON ’05, challenged the Lindner College of Business Advisory Boards to collectively raise $100,000 in new commitments to scholarships by December 2014. By doing this, Goering committed an additional $100,000 to support students at Lindner. We are proud to announce our success in this initiative which raised over $200,000 in direct scholarship support.

Advancing a “Spirit of Student Philanthropy”

Along with our many alumni, faculty, staff and friends of the Lindner College of Business, we are the next wave of college investors: the students! We would like to share a few highlights of some of the transformative investments that our students have made to the college over the last year.

- 62% of the Carl H. Lindner Honors PLUS (LHP) Class of 2015 pledged to raise $48,000 over the next five years to support a future LHP student scholarship.
- 91% of the Kolodzik Business Scholars (KBS) gave in support of the KBS Student Fund. Program founder and Lindner College of Business alumnus Marvin P. Kolodzik matched their raised funds and in total with the KBS students and another KBS Advisory Board member, more than $10,000 was raised during the campaign.

Make an Impact

For a complete listing of the Lindner College of Business Honor Roll of Donors, please visit business.uc.edu/alumni or uc.edu/give.

To learn how you can make an impact at Lindner, please contact Steve Rosfeld, senior director of development, 513-556-5605 or Steve.Rosfeld@uc.edu.
It’s easy to see why the Master of Science in Business Analytics is one of the most competitive programs in the nation. Not only did I receive skills that are highly sought after in today’s market, but I felt welcome, and the professors genuinely cared about my personal progress. I can’t thank the Lindner College of Business enough for what this program has afforded me.

**Anthony Igel**
Master of Science in Business Analytics, ’15
Carl H. Lindner College of Business
Data Analyst, Nielsen