Online Takes Off
LINDNER ANNOUNCES ONLINE MBA AND REVOLUTIONARY MOOC2DEGREE PROGRAM

Research Powerhouse
U SQUARE COMPLEX NOW HOME TO LINDNER COLLEGE OF BUSINESS CENTER OF CENTERS

FROM BUST TO BOOM, TURNAROUND ARTIST EXCELS AT REBUILDING FAILING BUSINESSES

Mark White
Senior Vice President, SAP

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As I complete my third year as Dean of the University of Cincinnati Carl H. Lindner College of Business, there is absolutely no doubt in my mind that Lindner is on the rise. While our journey is not complete, we continue to make tremendous progress and our momentum is strong. We remain focused on improving our students, our programs, and our business partnerships, and the world is taking notice.

Findyourmba.com named the Lindner MBA the most improved program in the country and the second most improved program in the world for 2012. Our MBA program was also ranked among the nation’s Top 100 by U.S. News & World Report, and the Lindner College of Business was once again named a Best Business School by Bloomberg Businessweek, U.S. News & World Report and The Princeton Review. Additionally, InformationWeek named our Master of Science in Business Analytics one of the Top 20 programs in North America. We’re especially proud to be one of only eight U.S. business schools featured on that list.

These honors come on the heels of Bloomberg Businessweek ranking eight of our undergraduate specialties among the nation’s Top Ten public programs and U.S. News & World Report hailing our MBA program as one of the country’s Top 10 For Financial Value Upon Graduation in 2012.

We’re certainly proud of our recent accolades, but our focus is on reaching even greater heights in the future. That’s one of the many reasons why we implemented a brand new educational foundation for the entire college last fall that focuses on the holistic educational experience. PACE is a groundbreaking, comprehensive learning experience concentrating on developing each individual student’s Professionalism, Academics, Character and Engagement (PACE).

PACE has driven us to implement several new programs to further ensure that our students become the consummate professionals that employers seek and the leaders that others want to follow. For example, our Project Impact partnership with the United Way ensures that all 600 members of our freshman class put their newly-acquired business acumen into practice. Every entering business student works side-by-side with a United Way organization such as the Girl Scouts or the Freestore Foodbank to help local non-profit organizations reach their goals, thus making an impact on the Cincinnati community. While the community impact is immediate, the lifelong contributions of these students engaging in similar experiences will be monumental.

Similarly, PACE pushes us to further develop our diversity initiatives such as the Business Fellows program, which provides professional, social and academic support to our underrepresented students. Through PACE we also formed the Lindner Women in Business organization, which leverages the knowledge, expertise, and network of the many impressive women leaders in business organization, which will have an impact on the Cincinnati community. While the community impact is immediate, the lifelong contributions of these students engaging in similar experiences will be monumental.

Our recent successes combined with our PACE initiatives are definitely resonating with students as our incoming 2013-2014 freshman class is our largest in 25+ years and, more importantly, is the highest quality entering class in the history of the Lindner College of Business. Our recent successes and burgeoning reputation are also resonating with our graduate students and as a result, our 2013-2014 graduate enrollment will be the largest in the history of our college.

What’s even more exciting than our current accomplishments is our future. As detailed on page 19, on October 7 we’ll be launching one of the nation’s first Massive Open Online Courses (MOOC) with a twist. Our MOOC2Degree will provide participants with two free credits if they successfully complete the course and enroll in a graduate level program. This is in addition to the launch of our online MBA program, which will allow students from across the country and around the world to readily access our faculty, staff and student body. Finally, I’m excited to witness an unprecedented level of research collaboration between our seven academic centers now that they are all housed in our “Lindner Center of Centers” in the new $80-million U-Square complex.

We’ll continue our upward path, ever rising, never resting as that’s the Lindner way. Thank you.

David M. Szymanski, PhD
BEARCAT LAUNCHPAD: Bhavik Modi, BBA ’15, spearheaded the start up of Bearcat LaunchPad, along with members of the Lindner Student Action Team. The Bearcat LaunchPad, a student-led business accelerator and incubator, teams students from multiple colleges within UC to collaborate on new business ideas and grow start-up ventures to the next level. Due to the initiative’s innovative approach, Bearcat LaunchPad was featured in The Cincinnati Enquirer. Modi is a finance, entrepreneurship and Lindner Honors-PLUS student who serves as President of the Lindner Student Action Team and was named the Lindner 2013 Student Leader of the Year for his efforts.

GLOBAL SCHOLARSHIP: Outstanding academic and extracurricular achievements in high school earned Anurag Gogineni, BBA ’17, UC’s coveted Global Scholarship. Gogineni, a finance major and Marvin P. Kolodzik Business Scholar, was selected from a pool of 1,300 international applications and received a $100,000 full tuition scholarship. Gogineni plans to pursue a career in investment banking.

DIVERSITY AWARD: The University of Cincinnati was among the inaugural recipients of the Higher Education Excellence in Diversity award from INSIGHT Into Diversity magazine, the oldest and largest diversity-focused publication in higher education. Lindner continues strengthening UC’s commitment to diversity with our Business Fellows program, which provides a network of academic, professional and social support to underrepresented students like Jordan Green, BBA ’14, who won a first place award at the 2012 KeyBank and Fisher College of Business Leadership and Creativity Undergraduate Minority Student Symposium at The Ohio State University in Columbus.

COOL SOLUTION

A partnership between industry and Lindner MBAs resulted in a new food-storage product being tested in India. The SolerCool container utilizes solar panels to cool produce and preserve crops on their way to market because in India 30 to 40 percent of harvests spoil due to the lack of cold-chain facilities to store and transport food. The unique, sustainable solution was featured by national media outlets ranging from The New York Times to The Huffington Post UK.

The food spoilage issue initially came to the attention of faculty and students during a July 2011 virtual trade mission. Lindner MBA students Hajrudin Efendic, MBA ’11, Randy Martinez, MBA ’11, and David Timko, MBA ’11, and adjunct associate business law professor Ilse Hawkins then followed up with a December 2011 trip to the Global Cold Chain Alliance Expo in Mumbai, India. In the fall of 2011, Ruma Dubey, MBA ’12, and Lillian Rice, MBA ’13, helped to move the business plan forward. Mohsen Rezayat, chief solutions architect at Siemens UGS PLM Software and adjunct professor in UC’s College of Engineering and Applied Science, worked on the engineering of the solar panels.

The project, in turn, evolved into the actual product launch of a means of providing a “cool” solution to a significant societal issue.
TOP 20 PROGRAM: InformationWeek, a leading technology publication, named the Lindner Master of Science in Business Analytics program one of the Top 20 programs in North America. Lindner was one of only eight business schools in the United States to earn that honor.

The Lindner analytics program has a long-standing tradition of excellence and is among “the elite few that will help close the big-data talent gap aimed at analysis of data in a business context,” according to InformationWeek.

NEW CONCEPT: Lindner, in partnership with the UC College of Engineering and Applied Science, unveiled a revolutionary new concept in higher education. The MOOC2Degree program is a Massive Open Online Course (MOOC) that will offer students from around the world the opportunity to enroll in a free UC graduate course. Upon successful completion of the course, students who enroll in a degree-seeking program will earn credits that can be applied toward a Lindner MBA or a UC Master of Science in Engineering. The first MOOC2Degree course to be offered will be “Innovation and Design Thinking.”

The announcement of this new approach to higher education was noted in features in The New York Times, Inside Higher Education and The Cincinnati Enquirer.

FINANCIALLY SAVVY: Master of Science in Finance graduate students Michael Delisio, Andreas Galliker, Sam Siferd, Molly Chen and Yuzhen Zhou took top honors in the regional round of the Chartered Financial Analyst (CFA) Institute Research Challenge in February at the Savannah Center in West Chester. By besting competitors from The Ohio State University, Xavier University, Miami University, Dayton University, Northern Kentucky University and Ohio Wesleyan, the Lindner team, led by Michael Neugent, assistant professor-educator of finance and program director, qualified for the North American championship in Toronto in March 2013. About 3,000 students from 55 countries represented 650 universities in the global competition.

FEBRUARY

SPIRIT OF ENTERPRISE


UC students won the $1,000 Taxi/Limo round of the UC Spirit of Enterprise Competition on February 21 and 22, 2013. Team members Shenghan “Tracy” Wang, Laksh Khurana, Rod Ghavami, Andrew Nguyen, Jason Van Vliet and John Schroder convinced the judge of their Sustain-A-Watt business plan before the limo ride ended.

Lindner College of Business alum Tom Nies, BBA ’62, MBA ’68, and UC’s Center for Entrepreneurship Education & Research partnered to host the event at Cincom Systems world headquarters in Cincinnati. Cincom is a business that Nies began shortly after graduating college. More than $10,000 in prizes was awarded to budding entrepreneurs at the ninth annual competition that featured graduate student teams from leading universities across North America, the United Kingdom and India.

ACHIEVEMENT AWARDS

Before more than 600 business leaders, educators and alumni, the Lindner College of Business Alumni Board of Governors presented its 28th annual Cincinnati Business Achievement Awards on February 20, 2013, in the Presidential Ballroom at the Westin Cincinnati. Four individuals and one company were recognized for their business achievement and community service.

Kenneth W. Stecher, BBA ’75, chairman of the board at Cincinnati Financial Corporation, received the Carl H. Lindner Award for Outstanding Business Achievement.

Marvin P. Kolodzik, BBA ’59, retired division president at Emerson Electric Company, and Valerie L. Newell, chairman and managing director, RiverPoint Capital Management, were awarded the Distinguished Service Award for their individual commitments to the college, UC as a whole, and the Cincinnati community.

PNC received the Business Partnership Award for its substantial support of the UC Real Estate Center and the Lindner College of Business.

Sally Amkoa, BBA ’13, was awarded the Carl H. Lindner Scholarship in recognition of her outstanding academic achievements. Amkoa, an economics major, has made the Dean’s List each term at UC and is a Marvin P. Kolodzik Business Scholar and a member of University Honors.

Ken Stecher, second from left, received the Carl H. Lindner Award for Outstanding Business Achievement, from (left to right) Dean David Szymanski, Stecher’s son-in-law Larry Smith and UC President Santa Ono.
Many of the most powerful business, political and community leaders in the Tristate came together for the Power 100 Entrepreneurship Forum. The event was hosted by Cincy magazine in partnership with the Lindner College of Business, Cincinnati USA Regional Chamber of Commerce and DePaul Cristo Rey High School. The Power 100 event occurred at the Hilton Netherland Plaza in downtown Cincinnati and focused on the entrepreneurial spirit, culture and opportunities growing in our region.

Lindner Dean David Szymanski acted as moderator for the signature panel as panelists Tim Schigel, range fund manager for Cintrifuse’s Fund of Funds; Maribeth Rahe, president and CEO of Fort Washington Investment Advisors, Inc. and advisory board member of CincyTech; Bill Butler, chairman of Corporex; and Eric Kearney, Minority Leader, Ohio Senate and founder of Sesh Communications, shared their insights, experiences and advice on starting and nurturing new ventures in the Cincinnati region.

The event also featured breakout sessions focusing on the entrepreneurial importance of having a strategic vision, correctly utilizing social media, and developing an employee health plan. Lindner Professor Thomas Dalziel closed the event with his presentation You Can Get on Top and Stay on Top: The Journey from Entrepreneur to Professional and Back Again.

COLLEGE RANKINGS: The Lindner College of Business was once again named a Best Business School in the 2014 U.S. News & World Report graduate school rankings.

The Lindner College of Business’ full-time MBA program was ranked among the nation’s Top 100 programs and ranked #56 among all public institutions. Lindner was the only Cincinnati school to make the list. The Lindner College of Business was also named a Best Business School by Bloomberg Businessweek. Bloomberg Businessweek ranked Lindner’s undergraduate program among the Top 100 programs in the nation and #36 in the country among all public institutions.
DUKE ENERGY COMPETITION

A team of three Lindner MBA students was awarded second place and a $5,000 cash prize in the Duke Energy Inter-University Green Button case competition that was held on April 12, 2013 at Miami University.

Team members Jioanna Polychroniou, Amy Cattrell and Tiffany Abend created a new product for Duke Energy to implement the Green Button in an innovative and effective way. The Green Button is a national initiative to provide utility customers with easy access to their electricity usage information so they will reduce their energy usage.

The Lindner team proposal integrated a Green Button mobile app and a thermostat for consumers to monitor and control their energy consumption in “real time.” The proposal projected a potential savings of about one billion kilowatts by 2018 if Duke Energy implements the concept.

ADDITIONAL ACCOLADES: Several other Lindner College of Business students were also awarded noteworthy honors for their exceptional leadership, involvement and academic excellence. The Lindner awards included: David Bourgeois, Lindner’s Outstanding Non-Traditional Student; Lane Hart, UC’s Spirit of Community Award; Trevor Presgrave, Lindner’s Outstanding Graduate Student in Teaching and Haim Kassa, Lindner’s Outstanding Graduate Student in Research.

PRESIDENTIAL MEDAL: Lane Hart, BBA’13, was selected as one of only five UC undergraduate students to receive the prestigious Presidential Leadership Medal of Excellence. A UC tradition since 2002, awardees are chosen based on their academic excellence, commitment to co-curricular activities, potential for future success and support of UC’s goals and values, such as a dedication to diversity.

Hart, a finance and information systems major, was a Marvin P. Kolodzik Business Scholar and the 2012-2013 UC Student Body President. Additionally, he held leadership roles in several campus and community organizations.

After graduating, Hart accepted a position with IBM’s global business services division and relocated to New York.

MR. BEARCAT AWARD

Since 1958, the Mr. Bearcat award has been awarded to the UC graduating male student who best displays academic success, demonstrates leadership in diverse settings and provides significant contributions to the University of Cincinnati while displaying “Bearcat spirit.”

The 2013 Mr. Bearcat award was presented to Lane Hart, continuing a Lindner tradition. While the award is open to all UC students, Lindner students have won the award 32 of 55 times and 13 of the last 15 years.

C-RING AWARD: Janelle Wichmann, BBA ’13, was honored with the prestigious C-Ring award for her innovative ideas and passion for women’s issues. The C-Ring is presented by the UC Women’s Center each year to an outstanding graduating woman who is selected by a diverse committee of UC faculty, staff, students and alumnae. Wichmann also received Lindner’s Outstanding Undergraduate Student award.

NATIONAL AWARD: Justin Mohr, BBA ’13, an International Business major, mentored a team of students from Cincinnati’s Withrow High School to win a national Red Cross competition to create awareness for a humanitarian issue that explores armed conflict and the effects of war on human life.

Mohr’s team chose the topic of child soldiers and named their project “Innocence to Evil” for the American Red Cross’ International Humanitarian Law Action Campaign. The American Red Cross selected their campaign as a national winner, and the team was awarded an all-expenses paid trip to Washington, D.C., to present their campaign to officials at the organization’s national headquarters.

TRANSFORMATIVE GIFT: John Goering, BBA ’56, MBA ’60, Hon Doc ’05, further supported the Goering Center for Family and Private Business by donating $1 million in April 2013 to advance the mission of strengthening the future of family businesses.
Sixty seconds was all it took for three UC students to pitch an idea and make their business plan stick with the judges.

Ethan Jacobs, CEAS ’14, Ron Gillespie, BSIM ’14, and Qingshi Tu, CEAS ’15, took home the $1,000 prize for their Effluent waste-to-energy company in the inaugural Innovation Quest Elevator Pitch competition sponsored by the UC Center for Entrepreneurship Education & Research in the Carl H. Lindner College of Business.

The winners were among 48 UC teams of students from the Lindner College of Business, McMicken Arts & Sciences, College of Design, Architecture, Art and Planning and the College of Engineering & Applied Science who made 60-second “elevator pitches” to judges to sell them on their entrepreneurial ideas.

Competition sponsor Chris Direnzi, CEAS ’09, served as a judge, along with Nichole Simms of Enterprise Holdings, and Edward Graves and Steve Lamontagne of SCORE (Service Corps of Retired Executives), a national non-profit aimed at supporting entrepreneurs. In addition to an engineering degree, Direnzi also studied entrepreneurship at Lindner. Within 10 months of graduating from UC, he launched his own venture, Capacity Energy Solutions, and surpassed $1 million in revenue in just 18 months.

LEADERSHIP INSTITUTES: The Lindner College of Business hosted two leadership institutes for high school students in June 2013. One of the programs was designed for African-American and Hispanic students and the other program was customized for women. Both institutes offered attendees the unique opportunity to learn and develop their leadership skills. The students toured top businesses, attended seminars on key topics such as professionalism, diversity, ethics and communication skills and worked on team projects.

SCHOLARSHIP BOOST: Bob, BBA ’73, and Rose Fealy made a transformative investment of $1 million in June 2013 to Lindner’s Bearcat Bridge Fund to support new venture plans.

REAL ESTATE: The UC Real Estate Center selected Kyle Lohbeck, BBA ’12, as Student of the Year at its annual banquet on June 5, 2013, at the Cincinnati Hilton Netherland Plaza. The Center also honored Murray Sinclair Jr., President, CEO and owner of Ross, Sinclair & Associates, with a Distinguished Service Award. The banquet featured fighter pilot, cancer survivor and financial advisor Jeff Lay as the keynote speaker.

ENTREPRENEURIAL EXCELLENCE: The UC Center for Entrepreneurship Education & Research continued its tradition of celebrating entrepreneurial excellence at its 15th annual banquet on May 8, 2013, at the Cincinnati Kingsgate Marriott.

The 2013 honorees were:

Lifetime Achievement in Entrepreneurship Award
Donald “Buddy” LaRosa, founder of LaRosa’s pizza

Established Faculty Entrepreneur Achievement Award
Dr. Jason C. Heikenfeld, UC College of Engineering & Applied Science

Emerging Faculty Entrepreneur Achievement Award
Dr. Amit Bhattacharya, UC College of Medicine

Awards for Entrepreneurial Excellence
Candace Klein, Bad Girl Ventures, Lou Lauch, KBM, Robert Hisrich, Thunderbird School of Global Management

Christopher J. Nawalaniec Distinguished Service Award
Chris Downie, SparkPeople
The Goering Center also honored several companies for their positive contributions to the Cincinnati community during their annual awards dinner on August 27, 2013, at the Cincinnati Music Hall. Those honored included:

0-15 years in family business
- ProLink Healthcare LLC
- Affordable Language Services, Ltd.
- C-Forward, Inc.

16-34 years in family business
- Neyer Properties
- Kaplan, Litwin, Kaplan & Associates
- CIMx Software, Inc.

35+ years in family business
- Apollo Heating & Cooling
- Hydrotech, Inc.
- Mesa Industries, Inc.

0-15 years in private business
- Definity Partners
- Eco Engineering, Inc.
- The Asset Advisory Group

16-34 years in private business
- HORAN, Barnes Dennig, Hixson Architecture, Engineering, Interiors

A group of UC students travelled to India in June 2013 to pilot their projects and meet with venture capitalists at the Acara Summer Institute in Bangalore. The students received the opportunity after their teams won gold and silver awards at the Acara Challenge in Minnesota in February 2013, besting schools such as Cornell and the University of Minnesota.

Evan Gilbert, BBA ’13, won gold in presenting for his team that included Carrie Lierl, A&S ’13, Bojan Lazic, BBA ’13, and Zubin Sadri, BBA ’13, for their “Humble Commode,” a closed loop system that could provide literally millions of people with access to toilets.

Matt Davenport, CEAS ’16, won silver in presenting for his team that included Alex Hernandez, BBA ’16, Josh Haner, BBA ’13, and Abe Zbornik, BBA ’15, for “CincyVeil,” a method that converts toxic chromium waste in tanneries into a non-toxic form using agricultural waste.

The students developed their projects in the UC Forward class “Take the Challenge for Sustainable Development.” The social entrepreneurship and design course was taught by Lindner faculty Ratee Apana, associate professor-educator of international business/social entrepreneurship, and Rajan Kamath, associate professor of strategy and social entrepreneurship.

Students were partnered with the Indian Institute of Technology, Roorkee, and the Vellore Institute of Technology in India, to assist in their projects. The UC Forward initiative pairs students, faculty and external experts to create innovative and transformative answers to today’s global challenges.
Scott Aaron, MBA ’95, Principal, Insights for Innovation
Lauren Adler, Owner, Chocolopolis
Frank Ahl, CEO, Business Information Solutions
Dwayne Allen, Executive Director, Components Group Inc.
Rick Allen, AIA ’74, ASID, Managing Principal, Mammotomy, a Division of Device™ Medical Products, Inc.
Lauren Alt, MBA ’10, Skyfire Chili
Josh Anderson, General Manager, Flame Freedom
Jay Andrews, Leader of Mission Way Project, Social Entrepreneur, Managing Director Liberator Car, LLC
Erik Angner, Associate Professor of Philosophy, Economics and Public Policy, George Mason University
Karen D. Bankston, PhD ’90, FWA ’97, Associate Dean, Clinical Practice, Partnership and Community Engagement, University of Cincinnati
Dan Barnett, MBA ’99, Portfolio Manager Assistant, Johnson Investment Counsel
Cynthia Barnhart, Ford Professor of Engineering and Associate Dean, School of Engineering, Massachusetts Institute of Technology
Robert Baron, President, Robert Baron Consulting
Tim Bazador, Associate Professor, Concordia University
Jeff Bass, CEO & Co-founder, Illumination Research
Flavio Bastos, Associate Professor, DIAR, University of Cincinnati
Laura Bawerman, Freelance business journalist, Upstart Business Journal
Jana Beal, HR Manager, Park National Bank
Nicole Beall, Director of Sales, Cintas
Frank Becker, BS ’74, FWA, Managing Director, Clayton-Freight
Lori Beer, Executive Vice President, Specialty Businesses and Information Technology, WellPoint
Savannah Bell, MBA ’12, Student, dummyhtmlUSA
Michael Bergman, MBA, CEO, REPP
Paul Besire, MBA ’94, MS ’95, General Manager and Co-founder, Predictive Machine
Alan Blake, Executive Director, NEXIQ
Alex Boerger, MBA ’91, MS ’95, Associate Director, University of Cincinnati
Gary Bessire, BBA ‘04, MS ‘05, General Manager and CEO of Tradewinds Beverage Company Inc., Managing Director, Founding Member of TradeWinds Associates LLC
Jack Cassidy, CEO, Cincinnati Bell
Jessica Centers, Manager, HR – Recruiting, Macy’s Credit & Customer Service
Anne Chambers, BBA ’12, Assistant Principal, Head – Large Schools, HP
Jan Cole, Vice President/Accounting & Customer Service, DurrBake
Bryan Doody, MBA ’10, Underwriter I – Credit Risk Management, Equity Sponsor Group, PNC
Gregchten Collins, AAS ’88, MBA ’02, Operations Manager, Raytheon Company (retired)
Jillian Connell, CEO, Human Resources, Enterprise
Mark Cooper, COO and Director of Sales, Gayley Medical Technologies
Jeffrey Cornelius, MBA ’07, CPA, Principal, Portfolio Manager, Johnson Investment Counsel
Daniel Cosgrove, Purchasing Manager, Proctor & Gamble
Glenn Courtland, COO, EnrightFly
Kelley Fox, College Recruiting Specialist, Total Quality Logistics
Chris Coyne, Business Intelligence Analyst, Procter & Gamble
Cynthia Cynnis, Special Agent in Charge, FBI
Lindsay Crowley, HR Director, Integro Tech
Jim Daffin, Financial Advisor Colleague Unit Director, Northwestern Mutual Cincinnati
Barry Davis, Market Research Manager, Proctor & Gamble
Rodger Davis, BBA ’83, Manager, Part-time, Northshore Mariners
Troy Davis, BBA ’96, CEO, Couchman
Kevin Dawson, Campus Recruiting, Deloitte Services LP
Scott Delnegro, Senior Vice President, Xantiv
Tamara Donnay, BBA ’12, Director of Community Affairs for City Councilmember Matt Field, Sittenfeld, City of Cincinnati
Renee Hytry Derrington, Group VP, Design Formica Corporation
Donald Deon, MS ’95, MBA ’10, President/CEO, Consumer Clarity
Bryan Deye, MBA ’10, Portfolio Manager, Fifth Third
Annette Dinkelmann, President, Wall Street Walks
Chealse Ditten, Global Director, Marketing Manager, Cintas
Justin Dobbs, BBA ’13, MS ’15, Senior Accountant II, Xantiv
Terry Donovan, Executive Vice President, Skyfire Chili
Kelley Downing, BBA, Burlington
Stephen P. Druckerman, Senior Sourcing Program Leader, GE Appliances
Rachel Bucal, BBA ’12, Project Manager, Business Operations / Client Line, dummyhtmlUSA
Christy Burns, BBA ’19, Recruiting and Operations Manager, Comcast Consulting
Dave Burns, CEO, CE Aviation
Matt Carriedo, Strategy Director, Lenovo Palo Alto & Alliances LLC
Jack Cassidy, CEO, Cincinnati Bell
Jessica Centers, Manager, HR – Recruiting, Macy’s Credit & Customer Service
Anne Chambers, BBA ’12, Assistant Principal, Head – Large Schools, HP
Rebecca Chia, Daniel Kemper
Betsy Chisholm, Global Manager, Proctor & Gamble
Rakesh Chitravadu, Vice President & Head – Large Schools, HP
Jan Cole, Vice President/Accounting & Customer Service, DurrBake
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Terry Donovan, Executive Vice President, Skyfire Chili
Kelley Downing, BBA, Burlington
Gina Dross, Former Group President, Global Beauty Care, Procter & Gamble
Nathan Duncan, Wealth Advisor, Key Private Bank
Mitch Dunn, Vice President, Strategy, Empron
Stacie Dunn, Account, Supervisor, SBA
Matthew Durham, MBA ’10, Vice President, Finance/Mis Products Corporation
Chris Dyer, MBA ’10, Field Specialist and Energy Analyst, Sol Design & Consulting
Emily Ealey, Investment Analyst, CincyTech USA
Elizabeth Edwards, MBA ’04, CEO, Metro Innovations
Peter Effinger, CEO, Effinger, Established American Modern Insurance Group
Diane Ebers, Founder and President, Leadership Ohio
Brandon Elliott, Campus Recruiting Specialist, Total Quality Logistics
David Engel, Director of Corporate Transactions, CintasBank
Jack Englich, Senior Scientist, Pricer & Gamble
Ray Ewing, Consultant, Cincinnati Consulting Consortium
Norm Fialk, BBA ’74, Financial Advisor, Merrill Lynch
Larry W. Finkin, Mayor, City of Cincinnati
Megan Faus, IA ’19, Vice President, Client Relations, Analytics Express LLC
James Fayal, IT Investment Analyst, City of Cincinnati Ventures
John Finn, Sales Consultant, Norwalk, CT
Paul Feri, Marketing Consultant, hometown stations
Stephen Few, Founder, Perceptual Edge
Mo Fazl, Owner, Sour Mix
Steve Fred, Owner, Bung Bung Ltd.
Julie A. Fite, Vice President/Director, College Graduate Leadership Programs, Fifth Third Bank
Rick Florian, Manager, Proctor & Gamble
Trevor Forest, BO ’12, MAHR ’12, Director of Human Resources, Cincinnati Art Museum
Brad Frothyce, Chair, Cincinnati CFO Roundtable
Patrick Frambes, Manager, Barnes Dennig & Co., Ltd.
Carl Frank, Financial Systems Executive, Velti
David Engler, Quality Logistics
Brandon Elliott, MBA ’10, MS ’10, Quantitative Risk Analyst, IR & P E Cincinnati
Matt Freeman, Senior Business Analyst, General American Insurance Group
Jerry Fritz, BBA ’73, President, Precision Foods
Mufaddal Fresh, Warehouse Program Analyst/Lead, TripFusion
Sarah Fullen, BBA ’96, Director, Deloitte & Touche
Sarah Gard, Manager, HR – Recruiting, Macy’s Credit & Customer Service
Donald Geiger, Human Resources, Reynolds & Reynolds
Mo Geiger, Account Executive, Cincinnati
Amy Gellen, Corporate Recruiter, Western & Southern Financial Group
Paul Geier, Chief Operating Officer, TIER1 Performance Solutions
Gabe Gershenfeld, Strategic Analyst, Cleveland Indians
Bruce Giffin, PhD ’85, Professor, College of Medicine, University of Cincinnati
Douglas F. Goldberg, BBA ’85, Founder and CEO, Goldberg Partners International LLC
Frank Goldberg, Managing Director, Smart TV
Lew Goldberg, Associate Professor, Clinical Law, University of Cincinnati College of Law
Allan Goodman, Professor, Department of Economics, Wayne State University
Arti Grover Gowan, Consultant Economist, World Bank
Chip Graeter, Owner/Partner, Graeter’s
Amie Greenland, Distinguished Engineer, IBM
Sam Grossman, Director of Baseball Research and Analytics, Cincinnati Reds
Jacques Haquigan, Associate Marketing Director, Proctor & Gamble
Hunter Hammonds, CEO, Impulcity
Jason Harvey, MBA ’02, Director, Human Resources, Cincinnati Art Museum
Alan Blak, Co-founder, Prediction Machine
Pete Effler, MBA ’04, CEO, Metro Innovations
Renee Hytry Derrington, Group VP, Design Formica Corporation
Donald Deon, MS ’95, MBA ’10, President/CEO, Consumer Clarity
Bryan Deye, MBA ’10, Portfolio Manager, Fifth Third
Annette Dinkelmann, President, Wall Street Walks
Chealse Ditten, Global Director, Marketing Manager, Cintas
Justin Dobbs, BBA ’13, MS ’15, Senior Accountant II, Xantiv
Terry Donovan, Executive Vice President, Skyfire Chili
Kelley Downing, BBA, Burlington
The Carl H. Lindner College of Business was honored to host the following guests during the 2012–2013 academic year.

**SPEAKERS & VISITORS**

The Carl H. Lindner College of Business was honored to host the following guests during the 2012–2013 academic year.

**PROFESSIONAL SPEAKER**

During the past academic year, more than 350 business professionals graciously donated their time to speak to Lindner students about their workplace and leadership experiences.

Ken Lichtendahl, BSIM ’70, former president and CEO of Tradewinds Beverage Company Inc., was among those speakers. He visited Lindner in November 2012 to speak to the Lindner Marketing Leadership Circle, the UC American Marketing Association and the UC Delta Sigma Pi professional business fraternity.

Lichtendahl, former president and CEO of Hudepohl-Schoenling Brewing Company Inc. from 1970 to 1996, shared marketing strategies from both companies as well as stories about Cincinnati’s brewing history and the role that Hudepohl and Tradewinds played in this city’s great past.
In support of the PACE program (Professionalism, Academics, Character, and Engagement), the business law faculty organized a law and ethics speakers series to raise awareness of ethical issues with legal consequences that arise in business. Topics ranged from government contract fraud and price fixing to criminal and civil rights issues in the workplace. The speakers who shared their expertise included James B. Helmer, Jr., author of the treatise on the Federal False Claims Act and a graduate of the University of Cincinnati College of Law, the Honorable Nathaniel R. Jones, retired Sixth Circuit Court of Appeals judge and civil rights expert, as well as Judge Patrick Fisher of the First District Court of Appeals for Ohio and current president of the Ohio State Bar Association.

In the second semester, students heard from Professor Yolanda Vasquez of the University of Cincinnati College of Law regarding immigration issues and Mark Whitacre, whose experiences were the basis of the movie The Informant!, which starred Matt Damon and was directed by Steven Soderbergh.

**LAW AND ETHICS SPEAKER SERIES**
NEW CULTURE SETS LINDNER STUDENTS Apart

By Cindy Kranz

Apart
Good grades aren’t the automatic ticket to success that they used to be. That’s one of the many reasons why the Carl H. Lindner College of Business immerses students in a culture of Professionalism, Academics, Character and Engagement – PACE.

While these characteristics have always popped up in classes, their ubiquitous presence began last fall as part of an intentional approach to develop the total business professional, permeating freshman year to build a foundation that is continually reinforced throughout the undergraduate years.

The P for Professionalism teaches students to show themselves off in the best light. Students learn that first impressions truly do count, from their communication skills to their ability to work in teams to knowing how to shake hands and interview well. All freshmen take an Introduction to Co-op course, which covers a spectrum of professionalism topics. Students also take a Business Professionalism course at the midpoint of their undergraduate career to further enhance their skills and experiences.

Outside of class, the Lindner Career Services team offers additional resources and support. This includes evening career panels, mentoring opportunities, mock interviews and resume critiques.

“We introduce the resources and the opportunities to students in classes, but then we empower them to go take advantage and use them,” says Marianne Lewis, associate dean, Undergraduate Programs. “They do their first mock interviews as freshmen. In some ways, the freshman year is to help them know what they don’t know. It, in part, motivates them to go further.”

“A for Academics is the part you always think about with your major. Academics are critical to building fundamental skills and specialization, but it is not enough today. Even graduating with a 4.0 in your major will not get you a job,” says Lewis.

The C for Character is about what’s on the inside. As Lewis adds: “Are you prepared to lead with integrity and ethics, to manage diversity, understand its value, as well as its challenges, in the workplace and in life?”

As part of PACE, a Business Law and Ethics Speaker Series was introduced last year to highlight ethics. The series featured several notable speakers, including Mark Whitacre, subject of the movie, “The Informant!”, which starred Matt Damon and was directed by Steven Soderbergh. Whitacre, an Archer Daniels Midland vice president who served time in prison, warned about the dangers to yourself and others of unethical decision-making.

“That was fascinating,” Lewis says, “to have someone cry in front of the audience and say, ‘I missed my child’s young life because I was in jail.’ … I thought it was a powerful discussion because the point is that it is a slippery slope. A very small decision can slowly, but surely, snowball.”

The diversity component of Character shines through on a daily basis as students learn from each other. Students from 43 countries were represented in the undergraduate program last year. “Understanding how to leverage and manage those differences through teamwork, through social bonds and other interactions is so important,” Lewis says.

The E for Engagement is about being involved and committed. “It’s not just that I’m doing it because I want to check a box,” Lewis says, “it’s because I care about this. I’m fully engaged and committed to it.”

Students have a plethora of opportunities to get involved in community service both on and off campus, but it’s about doing things that they find meaningful and that make a difference.

Engagement is a key component in the Lindner Fast Track, a program to set freshmen on course for their business career. Students are assigned a service-learning project through Project Impact, where they work in teams with United Way agencies such as the Girl Scouts, Freestore Foodbank and Northern Kentucky Board of Education to utilize their newly-acquired business acumen to help those organizations achieve their goals and truly make an impact in the Cincinnati community.

The PACE curriculum provides students with a comprehensive toolkit, ensuring that they become the professionals that employers seek and the type of leaders that others will want to follow.

“When the pieces are put together,” Lewis says, “students will emerge as polished professionals with the skills and knowledge to back it up, the values to lead with integrity and a network built through involvement. This combination will help them excel. We’re enabling our students to have the choices they will want when they graduate.”

— Cindy Kranz is a Cincinnati-based freelance writer.
The Lindner College of Business has long recognized that diversity matters, as today’s workplaces are tapestries of gender, ethnicity and cultural differences that fuel innovation and high performance.

Building the pipeline into leading businesses, a series of Lindner initiatives seek to attract and develop women and underrepresented students. These efforts begin by reaching into high schools and then continue in the undergraduate program at Lindner. For example, two Lindner Summer Institutes enable female and underrepresented high school students to explore campus, leading organizations and business careers. Once at Lindner, students can participate in Business Fellows and Lindner Women in Business, which provide specialized support, mentoring and networking opportunities.

**Business Fellows**

This vibrant program grooms underrepresented students from the time they walk through the door to graduation. Designed for African American, Hispanic and Native American students, Business Fellows offers academic, social and professional support that helps raise retention, graduation and placement rates.

“We have created an educational environment that leverages all the resources in the Lindner College of Business and at UC to equip our Business Fellows students to be the best business professionals they can be,” says Constance Cooper, director of Business Fellows and professor of accounting.

Recent Business Fellows initiatives further enhance this program and its specialized support. For instance, a new Business Fellows course will ease the transition from high school to college. Freshmen also have access to junior and senior students through a Business Buddy mentoring program.

Also new this year, a team of seven faculty and staff members will mentor sophomores as they begin pursuing more challenging academic and professional opportunities, Cooper says.

Plus, business partners volunteer as mentors to help upperclassmen with professional development, networking, resume writing and mock interviews.

**Lindner Women in Business**

Janelle Wichmann and Alexandra Loewenstine, both BBA ’13, saw a need for a student organization dedicated to women. Working with college leadership and executive supporters, the students founded Lindner Women in Business to help foster confident and competent female business leaders.

“It’s definitely not a forum where women gather and whine about barriers in business,” says Wichmann. “It’s a means of helping women explore tremendous opportunities, mentors and resources in all areas of business, from operations or finance to marketing or accounting.”

“It’s also about connecting women to peers who are on similar paths. Finally, it’s about connecting to women who have been there, professionals who can offer insights, feedback and expertise as we begin our careers.”

An advisory group of influential women business leaders has been established to assist and inspire the emerging businesswomen of Lindner.
The Carl H. Lindner College of Business admitted international graduate students from the following countries in the fall of 2012: Albania, China, France, Germany, Ghana, Hong Kong, India, Indonesia, Iran, Jordan, Nigeria, Pakistan, Saudi Arabia, Singapore, Taiwan, Thailand and Turkey.

Travel Abroad

Diversity is more than attracting a variety of students. It also means exposing students to different cultures. Lindner students are strongly encouraged to work, study or serve abroad to better appreciate and comprehend other countries and cultures.

“We live in a global world now, and so students need to understand that if they work for Procter & Gamble in Cincinnati, they might be sent to Brussels or China, and they will need that cultural awareness,” Cooper says.

For the first time, Business Fellows received grants to fund an international trip to Toronto in October for 20 incoming freshmen who will partake in a service learning project at a Toronto food bank and visits to area companies.

“What we hope this Toronto trip will do is whet their appetite for more international travel,” Cooper says.

And if students can’t travel the world, the world comes to them at Lindner. Last year, 43 countries were represented in the undergraduate programs.

“We are huge proponents of study abroad,” says Marianne Lewis, associate dean, Undergraduate Programs. “Every student needs to experience a different culture and get out of their comfort zone. But when we have international students in this building, they can be on teams with domestic students. Suddenly, you can have those same kinds of experiences in our classrooms.”

Cindy Kranz is a Cincinnati-based freelance writer.

The Lindner College of Business graduate program is a hot destination for international students looking for a quality program to hone their business acumen.

Graduate program intake has increased by 91 percent in the last four years and much of that growth is international. Last fall, international students comprised 40 percent of total master’s programs enrollment. Students arrived from 17 different countries.

“There’s just a great renewed interest in places like China for coming overseas for education,” says Vivek Choudhury, associate dean, Graduate Programs. “We have a great reputation. If you look at our international student satisfaction rankings, we are in the top eight as a university.”

What’s more, international enrollment is driven by partnerships with international schools that send their students to Lindner.

A significant international population challenges Lindner to help students unfamiliar with the culture to feel comfortable here. Last year, the Graduate Programs Office hired one of its students, Rufan Li, as a cultural resource for Chinese students and full-time advisor. She’s now a full-time advisor in the Graduate Programs office.

Among her accomplishments, Li has started a group on QQ, the Chinese equivalent of Facebook, and prepared a guide for incoming Chinese students on topics ranging from how to open a bank account to where to shop.

“The acculturation process is a little harder for the Chinese students, primarily for language reasons but also because it’s a very different culture,” Choudhury says.

Lindner implemented a two- to three-week language/cultural workshop last fall for all incoming Chinese students without a U.S. degree.

“The goal is to get them comfortable with the American academic system. The idea of raising your hand and participating in class is completely foreign to them,” Choudhury says. “The academic system in most of these places is you listen to a lecture and go and take a test later. Think about how comfortable you’d be if you had to go and participate in a case discussion in Mandarin.”

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Maria Cassidy (right), BBA ’13, received the Outstanding Business Buddy Mentor award. Cassidy is pictured with her mentee Sonya Sorrells, BBA ’14.

Myron Hughes, BBA ’86, executive director of the UC Alumni Association (center), is a professional mentor to Brandon Reynolds (right), BBA ’14, who, in turn, is a Business Buddy mentor to Andre Elkins (left), BBA ’15. The trio attended a Business Fellows end-of-the-year celebration that unites mentors and mentees and bestows awards.
Janelle Wichmann's array of job offers would be the envy of business college graduates everywhere. Procter & Gamble, Google, L’Oréal and more set their sights on Lindner's 2013 Undergraduate Student of the Year. Procter & Gamble won her over, and she started work June 24, 2013, as assistant brand manager in the global Olay skin care business.

"I'm very excited because it's in that realm of beauty," she says. "That's something I'm definitely interested in. It's female-oriented, so it's going to be a lot of fun."

While at Lindner, Wichmann completed five cooperative education (co-op) rotations at Procter & Gamble, working in marketing for the Oral-B brand, as well as Tampax and Always feminine products. She believes those experiences were key to landing her prestigious job offer.

"I have an incredibly great network of supporters and advocates who are going to be instrumental in my first job," she says. "People who interned for one summer don't have that."

Asked if she had difficulty in deciding which job offer to accept, Wichmann answered no. "In terms of marketing as a function, Procter & Gamble is just top dog."

Wichmann developed a passion for mentoring young girls while co-oping at Procter & Gamble. She became lead mentor for Beinggirl.com, a Procter & Gamble company website, and continued mentoring in a freelance role for several years.

"I got to give advice to girls all over the world about puberty and beauty and boys and school," she says. "As a result, I was invited to the United Nations to give a speech on my work mentoring young girls at one of their conferences. It was very exciting, very rewarding."

Wichmann also completed a summer 2012 internship as an associate product marketing manager at Google's headquarters in Mountain View, California. Among her many projects at Google, she conducted extensive analysis of Chromebook computer performance in Best Buy and Dixons as part of Google's first retail launch in the United States and in the United Kingdom.

Wichmann's extensive study abroad experiences through the Lindner Honors-PLUS program took her traveling throughout Asia, visiting Seoul, Beijing, Shanghai and Hong Kong. The international programs enabled her to visit companies in multiple foreign cities, providing her with differing perspectives of the global marketplace.

Capping off a stellar student career, Wichmann co-founded the Lindner Women in Business organization during her senior year. The organization's goal is to introduce female college and high school students to business careers and connect them with peers and professional women in business. Now, thanks to her experiences at Lindner, she is one of those professionals.

"My experience at the Lindner College of Business was more amazing than I could have ever imagined," Wichmann says. "I was challenged in the classroom and on the job. I made amazing friends. I connected on such profound levels with my professors. I gained such confidence … It’s all attributable to the college, and I’m forever grateful."

Cindy Kranz is a Cincinnati-based freelance writer.
College freshmen would love to dive into their majors, but are often stymied by general courses. The Lindner College of Business, however, serves up a no-wait business education, allowing freshmen to sample real-life experiences through the Lindner Fast Track.

As part of the Lindner Fast Track, freshmen are grouped in learning communities to work on team projects that expose them to many facets of the business world. The key projects that comprise the Lindner Fast Track are Project Impact, Project Innovation and Project Strategy.

**Project Impact:** Freshmen teams make an impact by volunteering with more than 20 United Way partner agencies. Last year, tasks ranged from serving at a local soup kitchen to community asset mapping at Children’s Hunger Alliance, where a team identified and located sites offering afterschool services for youth. They also worked on the agency’s Backyard Gardens Strategy.

Students learn why community involvement matters to an organization. ”A strong community means strong businesses, and it adds meaning to people’s careers,” says Marianne Lewis, associate dean of Undergraduate Programs.

Since then, the Children’s Hunger Alliance has utilized the asset map in strategic planning, continued backyard gardens with Starbucks as a corporate partner and created a new volunteer opportunity to replicate the nutrition/fitness event.

“We had a terrific experience,” said Alyssa Yingst, community development manager. “The student groups assigned to our organization brought amazing energy and new, creative ideas to further the work of our nonprofit.”

**Project Innovation:** Student teams develop their own business plan. “It motivates them to go, ‘Oh yeah, this is why I’m taking introduction to accounting, because I really don’t know how to read these financial statements,’” Lewis says.

Last year’s plans ranged from a campus cupcake delivery service to a pet rental program called UC Pet Pals. ”I got the idea for the pet rental program because I continuously missed my dog,” Allison Perkins says. “In talking with other freshmen students, for whom the program was geared towards, I discovered that pets were the number one thing students missed from home.”

The team’s business plan called for a weekly event on McMicken Commons or another public area. “I learned how important it is to have every aspect of your plan thought out and accounted for, especially if it is a brand new concept, such as the UC Pet Pals program,” Perkins says.

Unrelated to the project, the SPCA brought animals to UC twice to visit students. Katie Smith, another team member, says she was surprised by the student turnout. “Because of this obvious student need and popularity, the group has discussed actually creating a pet rental service.”

**Project Strategy:** Teams of students study businesses, ranging from big players like Kroger to family-owned Graeter’s. Students meet with company executives, do a SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis and present recommendations to the company.

“Some questions they ask are surprisingly insightful for students who are right out of high school and in their first semester of their college experience,” says Greg Eling, vice president Central Group, Cintas Corporation, which provides work uniforms and other services. “I get phone calls from some of them asking more questions.”

Project Strategy is a great program, Eling says, versus being in a pristine incubator of a classroom just doing theoretical things with a textbook.

“It’s more of a hands-on, real-world experience to immerse them in business right away to let them understand they’re in a quality business school, and it’s time to get serious in learning about the business world,” says Eling.

**Cindy Kranz is a Cincinnati-based freelance writer.**

Catherine Gregory, left, and Marissa Brinkman, both BBA ’17, showcase their Project Impact task with partner Hoosier Hills Literacy League in Lawrenceburg, Ind. The two freshmen helped agency organizers with the Scrabble Without Scruples tournament as a way to battle illiteracy.
The Carl H. Lindner College of Business launches several online initiatives that continue to put the college in a class all its own.
Arguably the hottest topic in higher education, MOOCs (massive open online courses) are offered online at little or no cost to participants. There are no admissions processes or prerequisite requirements, so literally thousands of people from around the world can enroll in a single MOOC class.

“MOOCs allow people to surf in, be a fly on the wall and listen to the best lectures by professors anywhere,” explains Drew Boyd, executive director, MS-Marketing, and assistant professor-educator, Marketing and Innovation, Lindner College of Business. Boyd will co-teach UC’s first-ever MOOC, a seven-week course entitled Innovation and Design Thinking, with Jim Tappel, adjunct professor, College of Engineering & Applied Sciences (CEAS). The course begins on Oct. 7.

The course will teach students the tools necessary to generate new ideas and to quickly transform those concepts into viable new products and services. According to Boyd, the course packs a one-two punch: “We’re helping people create opportunities using Systematic Inventive Thinking and then, once their ideas are generated, showing them how to use the tools to bring the idea to life.” The interdisciplinary course delivers content from two different fields — engineering and business — in smaller bites than a traditional on-campus course, utilizing weekly readings, lecturettes, video interviews, assignments and assessments.

The UC MOOC2Degree program is one of the first in the nation to offer credit to those who successfully complete the course and subsequently enroll in a degree-seeking program. Participants will be able to apply the MOOC credits toward a Lindner MBA or a Master’s of Engineering in CEAS, saving those students both time and money.

Although it’s a time-consuming endeavor to produce the MOOC, the potential benefits are great. The MOOC allows prospective students to sample the quality of UC’s faculty, those in the workforce to enhance their professional development for free and the university to gain exposure to a much wider audience.

Learn more about the MOOC and register for the class at uc.edu/distance/innovation

Beginning January 2014, Lindner will offer an online MBA. The new program is designed with maximum flexibility for those both in and out of the Tristate area. “The online MBA is designed with convenience in mind,” says BJ Zirger, associate dean for Online Education at the Lindner College of Business. “It’s an opportunity for those working outside the commuting range of UC to learn from experts in the field.”

Content will be delivered in smaller increments so students can review one or two modules at lunch and then come back later — after work or after putting their kids to bed — and complete the rest of the module. A hybrid degree — mixing both online and on-campus courses — is also an option for those who are within driving distance of campus.

Similar to face-to-face classes, there will be faculty “live” online office hours, project collaborations with other students, regular assignments and a required international component. The international component can be completed as either a study abroad trip or as an online course.

What distinguishes the Lindner MBA program from other online options is that the school is nationally ranked, the price is competitive and students can choose from one of six starts each year. “Someone who decides to go back to school can start pretty quickly,” Zirger explains. “The six start times also allow current students, if they have a window in their schedule, to pick up another course.”

As with the campus-based MBA, admission is selective. Part-time students can complete the program within two years. Plans are also in the works to allow a full-time one-year option.

The Lindner online MBA is an upcoming complement to two other online programs, the Master of Health Administration (MHA) and Master of Health Informatics (MHI), both of which are offered through the College of Allied Health Sciences. The MHA, which launched in 2011, is a part-time program for working professionals in the healthcare industry seeking health management expertise. The MHI, which will begin this fall, focuses on individuals who want health informatics expertise.

The cross-disciplinary degrees are taught primarily through the College of Allied Health Sciences, with business classes taught by Lindner faculty who have an interest in the healthcare sector. According to Zirger, “By offering courses taught by faculty from two different colleges, we bring the best of both worlds to the academic experience.”
For the first time ever, college students can enter the workforce with an undergraduate degree in IT, an MBA and co-op experience.

IT + MBA Degree = A First in the World

By Jenny S. Reising

This year, the Carl H. Lindner College of Business, together with the College of Education, Criminal Justice and Human Services (CECH), is launching the IT + MBA degree, a five-year program that allows motivated students to earn an undergraduate degree in Information Technology and an MBA in about the same time it traditionally takes to earn just the undergraduate degree.

Hazem Said, associate professor and department head at CECH, notes it is the only program in the world to offer an ABET-accredited undergraduate IT degree, an AACSB-accredited MBA degree and 1.5 years of co-op experience in five years. “It is a one-of-a-kind program,” Said says. “Students graduating from this program will be several steps ahead of their peers with a strong technical problem-solving background, work experience and a solid understanding of business.”

Said says the idea for the dual degree came about after reading an article by Lindner Dean David Szymanski in 2010, in which he invited colleges across UC’s campus to combine undergraduate degrees with an MBA. At the same time, the CECH’s advisory board recognized the need for IT graduates to gain better business acumen. When Said became department head of IT in 2012, he proposed the idea of a joint IT + MBA degree to Vivek Choudhury, associate dean of Lindner graduate programs.

The curriculum is not for the faint of heart — the first two years are focused on IT and co-op and the next three years include IT, MBA and co-op — but the benefits are unparalleled. Students coming in with advanced placement credit will be particularly good candidates for this joint degree.

Said says reaction thus far has been extremely positive. When the degree was first announced in March 2013, 21 students applied and 14 students were accepted. “Students are ecstatic about the opportunity,” says Said. “And for the business community, the dual degree is the ultimate accomplishment.”
Seven academic research centers in the Lindner College of Business have moved to the border of UC’s main campus — U Square at the Loop on Calhoun Street.

U Square @ the Loop is a new $80 million development of upscale apartments, retail and office space that is now home to several UC departments, including seven academic research centers from the Lindner College of Business: The Carl H. Lindner III Center For Insurance and Risk Management, the UC Center For Business Analytics, the Economics Center, the Center for Entrepreneurship Education & Research, the Goering Center for Family & Private Business, the UC Real Estate Center and the UC Center for Professional Selling.

Dubbed the **LINDNER COLLEGE OF BUSINESS CENTER OF CENTERS**, the new space is a state-of-the-art facility that further enhances interdisciplinary research, projects and partnerships among our many academic centers.

Directors from five of the Centers (Business Analytics, Entrepreneurship, Professional Selling, Insurance and Risk Management and Real Estate) will maintain offices at the Lindner College of Business and also share a suite on the third floor at U Square. The Economics Center and the Goering Center for Family & Private Business each have their own suite also on the third floor.

During the past two years, the Lindner College of Business has forged three new academic research centers. These centers focus on cutting-edge research in fields ranging from insurance and risk management to professional selling to business analytics and were created in partnership with industry-leaders such as Procter & Gamble, Kroger, Great American Insurance Group and The Habegger Corporation.
FIRST OF ITS KIND

The college's newest center — the CARL H. LINDNER III CENTER FOR INSURANCE AND RISK MANAGEMENT — is the first of its kind in Ohio as it will support academic programs and research as well as industry outreach. Created in 2012, the Center was established with a $5 million combined endowment in the memory of the late Carl H. Lindner Jr. ($4 million from Carl H. Lindner III and his wife, Martha, through The Psalms Foundation, along with $1 million in support from Great American Insurance Group). In May 2013, Steve Slezak, professor of finance at Lindner, was named as the Center’s first director.

The Center will launch both an undergraduate major and minor in insurance and add graduate level and certificate programs in the future. Slezak will shape the program curricula and oversee industry events and symposia, student organizations and mentoring programs.

Carl H. Lindner III, Chairman and CEO of Great American Insurance Group, says he is pleased that Slezak shares his passion for the insurance business and the important role that it plays in the economy. “Insurance is a dynamic industry that provides students with a wide variety of career paths across a multitude of disciplines ranging from sales and marketing to finance, risk management and information systems. The Center’s innovative program design will create a multifaceted learning environment for UC’s students.”

ANALYTICAL INSIGHTS

As a leading player in the exploding field of analytics, Lindner launched the CENTER FOR BUSINESS ANALYTICS in 2012 to bring together companies, students and faculty for data analysis projects that optimize business performance.

Because of the Center’s world-class faculty, who are leading researchers and authors of analytics textbooks used by other universities, InformationWeek, a leading technology publication, named the University of Cincinnati’s Master of Science in Business Analytics program at Lindner one of the Top 20 programs in North America. Lindner was one of only eight business schools in the country to earn the honor.

To date, nine companies (American Modern Insurance Group, Inc., Cincinnati Bell Technology Solutions, Cintas, dunnhumbyUSA, Great American Insurance Company, The Kroger Company, LUCRUM LLC, Procter & Gamble and SAS-Institute, Inc.) partner with the Center to support student-based projects, applied research and symposia that bring national speakers to campus. In January, the Center’s Data Visualization Day was keynoted by renowned thought leader Stephen Few and in May, the Center hosted an Analytics Summit that was keynoted by Tom Davenport, an author whose concept of big data and analytics as a competitive differentiator remains a Top 10 must-read article by Harvard Business Review.

Dina Maqsud, business analytics manager at Cintas, says the company’s partnership with the UC Center for Business Analytics “lets students work on real-life data analysis projects and allows Cintas to gain data insights as well as see our data on new and upcoming analytic tools.”

The Center, directed by Professor Jeff Camm, head of the OBAIS (Operations, Business Analytics and Information Systems) Department, also partners with other colleges across UC to serve as a research hub for applied analytics efforts.

SELLING SUCCESS

Named a Top University Sales Program for two consecutive years by Sales Education Foundation (SEF), the UC CENTER FOR PROFESSIONAL SELLING is one of a handful of schools to offer both a minor and graduate certificate in professional selling.

However, the UC Sales Center is the only school in the nation to have Neil Rackham — who was ranked as one of the world’s top sales professionals by salesgurus.net — on its staff. Rackham, the author of “Spin Selling” and a world-renowned sales expert, joined Lindner in 2012 as executive professor of professional selling. Students and the business community have benefited greatly from his extensive marketing and sales experience.

Center Director Jane Sojka, associate professor-educator of marketing, oversees the elite group of select professional sales students who represent the UC Sales Center at both local and national sales competitions.

Total Quality Logistics (TQL), a Cincinnati-based transportation company, partners with the UC Center for Professional Selling on many activities, including a home-based Lindner sales competition.

Jen Moyer, campus recruitment supervisor with TQL, says the partnership is a win-win opportunity.

“Our partnership is an outstanding opportunity for our company to learn from students about what drives them and what today’s new college graduates are looking for in a career,” Moyer says. “It also gives our TQL managers and employees the opportunity to provide the students with a first-hand look at what we do as a company, our values and our culture.”
“Our partnership is an outstanding opportunity for our company to learn from students about what drives them and what today’s new college graduates are looking for in a career.”
— Jen Moyer, TQL

More Lindner Center Changes

THE UC CENTER FOR ENTREPRENEURSHIP EDUCATION & RESEARCH

Thomas Dalziel, associate professor of entrepreneurship and strategic management, was named the Center’s new Executive Director in May 2013, replacing Professor Charles Matthews who led the Center since its founding in 1997. Matthews is now focusing his efforts at Lindner on his teaching and research.

THE GOERING CENTER FOR FAMILY & PRIVATE BUSINESS

The Goering Center now offers an undergraduate certificate in family business, one of only two such family business certificates in the United States. The new program focuses on the unique management, financial and legal issues associated with family-owned and closely held businesses.

THE ECONOMICS CENTER

Ever since Julie Heath took over as director in 2012, the Center has continued to thrive while focusing on a number of initiatives. These creativities include financial K-12 literacy education through a monthly Cincinnati Enquirer “Why It Matters” column, events featuring nationally-known speakers such as John Rogers Jr., founder and president of Ariel Investments, and economic impact research and consulting partnerships with local non-profits such Uptown Consortium, Cincinnati Zoo and Talbert House.

UC REAL ESTATE CENTER

The UC Real Estate Center once again renewed its partnership with PNC as the Center’s Premier Partner. Through outreach and research, the Center continually focuses on training and educating future real estate professionals. Through the PNC partnership, industry professionals and students are brought together at events such as the Real Estate Roundtable breakfast lecture series and the annual Real Estate Banquet that draws more than 600 professionals from throughout the region.
No two people are alike. Just because it’s a cliché, doesn’t mean it’s not true. We know that not everyone has the same work experience, the same career aspirations or even the same schedules. That’s why, for years, Lindner has been developing a variety of graduate program options to meet a spectrum of educational needs.

“We’ve made a conscious effort to provide a range of content choices in order to meet the varied goals of our ever-growing and ever-changing student population,” says Vivek Choudhury, associate dean for Graduate Programs at Lindner. “We now offer more graduate options than any other university in the region.”

For those seeking a broad understanding of the business world, Lindner offers its Master of Business Administration (MBA) degree. The Lindner MBA, which is ranked nationally by U.S. News & World Report and The Princeton Review, allows students to “build their own” degree by specializing in one of 15+ areas. The Lindner MBA is extremely flexible. Students can take classes during the day, in the evening, and/or on weekends. Classes are available in Clifton Heights, in Blue Ash and online. All MBA classes are available to full-time and part-time students.

The MBA emphasizes breadth and is often thought of as a “jack of all trades” degree. Some students’ career goals may be better served by the depth of a specialized degree in a specific functional discipline. For those students, Lindner offers seven specialized master’s degrees. These degrees impart students with mastery of a specific business discipline, thereby providing them with an opportunity to significantly propel their careers and earning power.

The specialized master’s degrees that Lindner currently offers are: Master of Arts in Applied Economics, Master of Science in Accounting, Master of Science in Business Analytics, Master of Science in Finance, Master of Science in Information Systems, Master of Science in Marketing and Master of Science in Taxation.

Obviously, not everyone has the time or need for a full degree program. Many students are simply searching for new knowledge in order to meet a specific interest or need. This desired knowledge could be to better understand a specific business discipline, to augment knowledge of a cross-functional topic, or to simply set oneself apart in an increasingly competitive job market.

To meet this growing need for focused education, Lindner has developed a full catalog of Graduate Certificates. Designed to provide focused learning in a specific area, prospective students can access Graduate Certificates in multiple ways. Certificates are available as standalone offerings to anyone with a bachelor’s degree. Alternatively, current students may pursue a graduate certificate as part of an MBA or as a complement to a master’s degree. For instance, a student may augment a Master of Science in Marketing degree with a Graduate Certificate in Data Analytics to hone their market research skills. Finally, students can utilize a Graduate Certificate as a means of “previewing” the master’s degree curriculum and when he or she is ready to commit to the full degree program, all of the credits taken as part of the Certificate will transfer to the degree program.

Graduate Certificates are available in specific functional areas such as Marketing or Finance or in cross-disciplinary domains such as Entrepreneurship or Innovation.

While each graduate offering is designed for differing student needs and goals, they all share the key attribute of featuring the excellent curricula and top-notch faculty which the Lindner College of Business is known for.
Graduate student finds key strength of MBA program

Hands-On exposure to Real-World business by Cindy Kranz

It was a whirlwind year for Tiffany Abend, who traveled abroad for the first time. Yet, it was a project at home that most impacted the Lindner Class of 2013 Outstanding MBA Student of the Year.

Abend competed in the Duke Energy Intercollegiate Case Competition, and her team won the $5,000 second prize after surpassing competing teams from UC, Miami University and Indiana University. The team developed a new smartphone application and a smart thermostat within the context of market and regulatory feasibility. They also created a five-year budget for implementation.

“We presented in front of Duke Energy employers, so it was real life, and some of the things we talked about in our projects are starting to be implemented,” says Abend.

UC Health Lean Tools is another successful academic project that afforded Abend a real-world perspective. The project resulted in her team convincing hospital staff to invest in a new $25,000 machine that decreases the amount of time lab results are returned for cancer and IV therapy patients.

Such academic projects, as well as study abroad programs, give Lindner MBA students an advantage by continually moving them beyond textbooks to real world experiential learning.

A Lindner study abroad trip offered Abend her first international experience and allowed her to witness business in a different cultural setting. As a Paxton Leadership Fellow, Abend flew to Chile, where she worked on a Kroger supply chain project and evaluated sustainability goals for packaging Chilean grapes in corrugated boxes versus reusable plastic containers.

She visited locations where grapes are exported from Chile and spoke to businesses involved in that process. Upon returning to Cincinnati, she then visited a Kroger plant to gain the domestic perspective.

The trip shed light on how cultural differences play a role in global business. “Things are done differently in different countries. For instance, everything in Chile seemed to be ‘mas o menos’ more or less. In America, we have much stricter deadlines and the Type A personalities seem to be much stronger,” she says.

“Chile was amazing, but as far as school projects, the Duke project was one of my most fun experiences,” Abend says. Despite her busy schedule, Abend still found time to serve as co-president of the student chapter of Net Impact, which focuses on sustainability in the workplace.

The Lindner MBA program enabled Abend to forge friendships with students and professors, make connections with local employers and discover her future.

“Through Net Impact, the Kroger supply chain project and the Duke project, I really honed in that I value sustainability and making the earth better. So I learned about myself, too, along the way.”

— Cindy Kranz is a Cincinnati-based freelance writer.

“At UC, many of my classmates were from other countries. I learned a lot from them — about their views and the benefits of diversity — an experience that will surely be an asset to me in my professional life.”

— Tiffany Abend, MBA ’13
Steer Clear of Trouble?
Growing up on an Ohio farm, Mark White sat on the family tractor dreaming of moving to a big city and becoming a successful businessman. “I knew from the age of 12 that I wanted to do something that would help create jobs,” he recalls. His ambition led him to earn a bachelor’s degree in business from the University of Cincinnati’s Lindner College of Business (class of 1979) before climbing to the top of the corporate ladder.

Former Chief Operating Officer and now Senior Vice President of Global Public Services at software giant SAP AG, the 55-year-old White has helped spur the German firm’s growth over the past decade. In 2012, SAP (short for Systems, Applications and Projects) delivered more than 16 billion Euros (about $21 billion USD) in total revenue to maintain its top position as the global leader in business software, despite the shaky economy.

SAP may not be as familiar to the average computer user as Microsoft or IBM, but the company supplies software to those familiar brands as well as CitiGroup, Ford and Walmart, to name only a few of its more than 200,000 customers around the world. “About 95 percent of the global Fortune 1,000 companies use our software,” says White.

Since joining SAP in 2002, White has helped the company ascend...
from third to first place in the business software marketplace. The fastest growing company in cloud computing, SAP is prized for its mobility and analytics. Its modular software is used to perform tasks such as payroll, sales, customer relations and data management.

White attributes his own rise in the computing field to “being good at connecting the dots” by getting to know everything about the companies for which he has worked. “You need to have an active mind and understand all aspects of the business – people, products, competitors, economies, you name it – to be successful,” he says.

His comprehensive approach, White says, was encouraged at UC’s Lindner College of Business when he was a student. “The school covered everything, how the economy works, how corporations make decisions, how companies survive and fail – and tied it all together,” he recalls. His cooperative education (co-op) requirement was fulfilled by working for his father’s real estate business in Greenville, Ohio. “I learned about the importance of initiative, communication and being humble from that experience. You are often told ‘no’ in trying to get a seller to accept an offer on a house.”

Since his undergraduate days, White has learned how to turn a “no” into a “yes.” He considers himself a turnaround artist in repairing failing businesses to make them profitable and successful. “All the companies I’ve worked for have run into trouble. You have to speak up and figure out a realistic way of solving problems.” Through his experiences dealing with corporate challenges, White says, he has become “good at realizing what will make money and what won’t.”

In his first job as a cost analyst at Burroughs, where he met his wife Pamela Butterfield, White found he wasn’t very good at accounting. “I discovered I was better at financial planning and modeling.” With those skills, he played a leading role in integrating Burroughs and the Sperry Corporation after the mainframe computer firms were joined in 1986 to form Unisys. The merger created the second largest computer company in the industry at that time.

White went on to serve as the finance director of Unisys information services in Europe when the company was having severe financial difficulties. “As a junior executive, I was put in charge of a plan of determining those actions necessary to ensure survival. The management team bought it and it turned out to be 99.9 percent accurate.”

Working at Unisys in the United Kingdom, White found mentors who helped him develop his business savvy. He says the chairman and managing director of Unisys, Sir George Cox, taught him the importance of being fair and equitable. Cox stressed the importance of mentorships “because you learn something about yourself in addition to the satisfaction of helping someone else,” according to White.

Another Unisys mentor was Deborah Hopkins, who is now chairman of venture capital initiatives and chief innovation officer at Citigroup. “She taught me to work at a place where you can win and have fun. I never go to work thinking it’s a drag because I know I’ll have fun doing it,” says White, who still considers Hopkins a mentor to this day.

In 1996, he joined Cadence Design Systems as its chief financial officer in Europe and quickly improved its business performance. “In two years,
we doubled the revenue through better focused resources and a better management team."

White joined Lucent Technologies in 2000 and again found a company in financial trouble. “We implemented a plan to raise $10 billion in debt financing,” he says. Lucent was later acquired by the French company Alcatel.

In 2002, White joined SAP North America as the chief financial officer and was instrumental in leading its growth and transformation. Five years later, he served as the executive chairman of TomorrowNow Inc, a subsidiary of SAP, providing third-party maintenance and support services of enterprise software.

White was put in charge of daily operations of TomorrowNow after Oracle filed a lawsuit against SAP and its subsidiary and the Department of Justice initiated a criminal case against the subsidiary. “The acquisition was a mistake for SAP,” recalls White. “It taught us to do more due diligence when it comes to acquisitions and to continue to ask questions after an acquisition.” Although he instituted new compliance programs and employee training, eventually he recommended that TomorrowNow be shut down. This was completed just over a year later.

In his current position at SAP, White is seeking to expand the company’s reach by focusing on government, institutional and healthcare markets, and coordinating strategies to increase market share in different countries. “We will approach the global market in a more consistent and integrated way,” he says.

White attributes his strong work ethic to the influence of his parents. His late father, Ken White, “taught me about setting goals and being organized.” He remembers his late mother Alice as “smart about life, teaching me how to listen and understand body language.” The fifth of seven children, White says he “witnessed all the mistakes of his older brothers and sisters and learned not to repeat them.”

Most weekdays, he drives a Maserati to SAP’s American headquarters in Newtown Square, PA, from his home in nearby Broomall. He and wife Pamela recently purchased the five-bedroom, stone-clad house where they enjoy visits from their...
grown children: Alex, 26, who works for Deloitte as a traveling consultant; and 22-year-old twins, Liz, a recent graduate of Elon University, North Carolina, who works in college admissions at Georgia Gwinnett College in Atlanta, and Stefan, a senior at West Chester University, Pennsylvania.

In his spare time, White says he enjoys running, golf and travel. “The most interesting place I’ve been to lately is Singapore,” he notes. “I stayed at the Marina Bay Sands hotel and swam in the infinity-edge pool on the 57th floor every day – you could see the whole city from there.”

One of his greatest achievements, White says, is mentoring students – many from the Lindner College of Business — and younger staff. He mentors more women than men, he says, because “females are underserved at the top.” To change that underrepresentation, SAP has set a goal of increasing the number of females serving on its management team to 35 percent by 2017. “Even that is too small,” he admits.

White remains committed to Lindner and the University of Cincinnati through his involvement in the UC Alumni Association, the Lindner Business Advisory Council and the Charles McMicken Society. In 2005, White helped create a corporate-university partnership through a gift of $675,000 from SAP to the Lindner College of Business. This initiative continues to foster student understanding of business technology via a computer lab at Lindner and SAP support of faculty and curricula.

“Since 2006, SAP has been involved in our Master of Science in Information Systems degree program,” says MS-IS Academic Director Robert Rokey. “Every year, the company has taken at least six of our students for internships of six months and more. SAP has helped our Career Services, provided guest lecturers and provided access to their software for teaching purposes and augmented our courses.”

SAP’s investment in Lindner, White says, is essential to help educators better prepare students to compete in an increasingly technologically sophisticated workforce. “The software industry is changing so fast,” he notes. “It’s becoming a more connected world with every bit of information available at your fingertips. Students have to understand where technology is going and develop the skills to tie all the information together.”

In hiring business graduates, the executive says he looks for academic excellence combined with extracurricular activities and work experience. “I prefer breadth over depth,” he says. “A deep expert will be successful but only known for one thing. Broader experience will help you see the bigger picture.” White considers communication skills as essential. “You should be as good at listening as you are at speaking.”

His advice to business students is to co-op at a company that “challenges you and isn’t just comfortable.” No matter what the job, he says, “you should learn about people, setting priorities, the planning and decision-making process, whether you are working as a caddy or a real estate agent. It’s what you take away from that experience that counts.”

Deborah K. Dietsch is a freelance writer based in Washington, DC. She is a frequent contributor to the Washington Business Journal and the Washington Post.

“Students have to understand where technology is going and develop the skills to tie all the information together.”
When he settled on a career in mathematics, Michael Magazine never dreamed he’d make the pages of *Sports Illustrated*. He especially didn’t expect to make *SI* twice.

The first mention came decades ago when the publication wrote about the draft lottery system he helped the NBA formulate in the mid ’80s. The latest bit of national recognition for the University of Cincinnati Lindner College of Business professor came in March, prior to the start of the NCAA Men’s Basketball Tournament.

That was when *Sports Illustrated* and hundreds of other media outlets — from *The Washington Post* to *Sporting News* — featured the work of Magazine and co-instructor Paul Bessire, who teach a “Bracketology” course at Lindner.

In that course, Magazine and former student Bessire — who completed his Master’s of Quantitative Analysis at Lindner in 2005 and created Predictionmachine.com — helped students grasp ways to more accurately predict winning teams based upon the process of building mathematical models from each team’s various statistics, then running literally thousands of game simulations to see which outcome was the most prevalent.

An Ohio Eminent Scholar, Magazine has spent most of his career teaching and researching complex algorithms to streamline such things as health care delivery and supply chain management. To Magazine, industry inefficiencies are little more than an equation in need of a solution.

“I’m one of those people who enjoys solving word problems,” laughs Magazine. “Those math problems that were always scary to other people, that’s the kind of stuff I love. I’m a puzzler.”

In more recent years, Magazine began to take a similar analytical approach to sports. A self-described math geek, he has also always been a bit of a sports nut. It wasn’t until he read the book “Moneyball” in 2003, however, that it became clear to the professor how math could be applied to sports in a legitimate way.

Over the last decade, he points out, sports analytics has become its own specialized industry. Magazine even teaches a popular “Sports By the Numbers” course at Lindner that draws around 130 students. In that course, the class focuses on the science behind all types of in-game decisions.

When should an NFL coach go for it on fourth down rather than punting? Is trying to steal worth the risk in baseball? These are the questions he lives for.

*John Bach is associate editor of the University of Cincinnati’s UC Magazine.*
Did you know that our tenure track faculty members published more than 200 peer reviewed journal articles during the past five years?

Lindner faculty are leading researchers in their fields, contributing to the advancement of knowledge in their disciplines through a variety of educational and publication vehicles. They are often quoted in the media as experts in their fields, they present research at conferences around the world, and they publish in premier research journals to further extend the college’s reputation as a leading research institution.

Highlights of Lindner research are showcased in Portfolio, and include the research of Professors David and Christina Kelton, the husband and wife duo who contributed to UC’s intellectual property by each publishing 11 studies within the past 12 months.

LINDNER RESEARCH FELLOWS

As part of an ongoing mission to further research at the Lindner College of Business, the Lindner Research Committee selected eight faculty members as the first recipients of a new fellowship in support of summer research projects.

- **David Brasington**, associate professor of economic, Kautz Chair in Political Economy

  **Research**: A deeper statistical look at how factors such as race, income, education and age impact home prices.

- **Roger Chiang**, associate professor of information systems

  **Research**: A strategy for extracting consumer preferences and product opinion information from social media that can be used for marketing intelligence such as price, design or market structure.

- **Michael Ferguson**, associate professor of finance, real estate

  **Research**: Three research projects on market imperfections that include a look at Major League Baseball teams who deviate from the standard economic goal of profit maximization to win more games, a study of corporate innovation and a technology spillover effect on investor returns, and the impact of Congress on the stock market that implies government actions hurt investors.

- **Craig Froehle**, associate professor of operations management

  **Research**: Through collaboration with graduate students, physicians, UC researchers and Cincinnati Children’s Hospital Medical Center, research focuses on adapting best practices from business (operations management) to improve healthcare costs, efficiency and patient experiences.
DRUG PATENT EXPIRATIONS

UC researchers Christina Kelton, professor of economics at the Lindner College of Business, and co-authors Lenisa Chang, assistant professor of economics at Lindner, and David Kreling, professor of pharmacy administration at the University of Wisconsin–Madison, examined the 2001 patent expiration of Prozac (fluoxetine), a widely prescribed antidepressant, and how quickly state Medicaid programs shifted drug payments in response to availability of its generic version. The research was published in the July 2013 issue of *Health Affairs*, a leading journal of health policy thought and research covering a range of multidisciplinary health issues, including Medicare, Medicaid, prescription drug coverage and costs, insurance reform and more. Overall, the researchers found that from 2001-2005 state Medicaid programs could have saved $220 million had they adjusted their reimbursement rates more quickly. Researchers noted that states took between two and 10 calendar quarters to reach 90 percent use of the generic version and four to eight quarters to achieve a 50 percent decrease in reimbursement per pill.

Lenisa Chang, left, and Christina Kelton
COSTS ASSOCIATED WITH HIV

Business analytics professor David Kelton participated in a research trio to determine the costs associated with HIV screenings in the nation’s emergency departments. Kelton partnered with UC emergency medicine researchers Michael Lyons, MD, MPH, and Michael Ward, MD, MBA, on a five-year, $1.25 million grant from the Agency for Healthcare Research and Quality to determine costs in terms of lost services, wait times and service disruptions. The University of Cincinnati researchers are using computer-based simulations to model how HIV screenings in emergency rooms would impact operations. National Public Radio (NPR) affiliate WVXU interviewed Kelton about his role in the project, which analyzed data from three Cincinnati hospitals to determine if HIV screening is too expensive or if it increases wait times.

POOR SIGNS CAN LEAD TO LOSS OF CUSTOMERS, TAX REVENUE

Professor James Kellaris, the James S. Womack/Gemini Chair of Signage and Visual Marketing, presented his signage research in October 2012 at the Fourth Annual National Signage Research & Education Conference (NSREC) in Cincinnati. Through a UC analysis of a market research survey of North American households, Kellaris found that inadequate signage could be construed as a communication failure. His research indicated that small or unclear signage seemed to be a growing trend, leading business owners to lose potential customers and communities to lose potential tax revenue. While communication failure affects all groups and ages, the study found that women experience signage communication failure more than men. Kellaris will again present his Signage Communication Evidence research at the Fifth Annual NSREC on October 9-10, 2013, at the Kingsgate Marriott in Cincinnati.

OPERATIONS RESEARCH LEADS TO PATENT

Time spent waiting for radiology results at Cincinnati Children’s Hospital Medical Center (CCHMC) has been reduced thanks to the operations research of Craig Froehle, associate professor of Operations, Business Analytics and Information Systems (OBAIS) in the Lindner College of Business. Froehle and his collaborative researchers, radiology doctors Mark Halsted (now in Virginia) and Neil Johnson at CCHMC Department of Radiology, received a patent in July 2013 for a process that relies on an algorithm in an automated management system to determine the order in which a patient’s radiology scans should be read. The patient queue management technology is now used in dozens of hospitals.
DOES A LOW PRICE MEAN GOOD VALUE OR BAD QUALITY?

Lindner marketing professor Frank Kardes, a leading consumer researcher who holds the Donald E. Weston Professor of Business chair in the Department of Marketing, co-authored research that examined product perception of low prices as it relates to quality and value. According to the study in the Journal of Consumer Research, Kardes and his co-authors state that product perception is a frame of mind. Kardes and co-authors Helene Deval, PhD ’10, assistant professor of marketing at Dalhousie University, Susan Powell Mantel, PhD ’94, associate professor of marketing at Ball State University, and Steven S. Posavac, professor of marketing at Vanderbilt University, wrote “How Naïve Theories Drive Opposing Inferences from the Same Information.” Some shoppers, the authors say, perceive products with a low price as a good deal while others deem a bargain as cheap quality. Kardes explains this shopper’s dilemma by exploring what he and his co-authors refer to as “naïve theory,” a belief that consumers make product inferences by filling in knowledge gaps with their own theories to help them decide whether a cut-rate product is cheap or is a deal.

UC RESEARCH BRIEFS

- Professor James Kellaris, the James S. Womack/Gemini Chair of Signage and Visual Marketing, published “How Group Loyalties Shape Ethical Judgment and Punishment Preferences” with Scott Wright, PhD ’12, and John Dinsmore, PhD ’13, in the March 2013 issue of Psychology and Marketing. The article examines ethical judgments and recommended punishments in the context of group loyalties. The research revealed that people are programmed to treat in-group members differently than out-group members and that when judging the ethics of an action, most people believe themselves to be fair and impartial but greater offenses deserve greater punishment.

- Assistant Marketing Professor Joshua Clarkson published “Motivated Reflection on Attitude-Inconsistent Information: An Exploration of Fear of Invalidity in Self-Persuasion” in Personality and Social Psychology Bulletin with Matthew Valente, Christopher Leone and Zakary L. Tormala. The research explored that the mere opportunity for thought sometimes motivates reflection on attitude-inconsistent thoughts. Across three experiments, dispositional and situational fear of invalidity heightened reflection on attitude-inconsistent thoughts. These findings emphasize motivational influences on thought reflection and generation and can impact self-persuasion.

- Marketing Professor Frank Kardes published “If It Tastes Bad, It Must Be Good: Consumer Naïve Theories and the Marketing Placebo Effect” in the International Journal of Research in Marketing, June 2013, with Lindner doctoral student Aparna Sundar; Scott Wright, PhD ’12; John Dinsmore, PhD ’13; and José Mauro da Costa Hernandez. The research finds that seemingly irrelevant non-price marketing variables (size, scarcity, packaging and taste, performance) have great influence over product worth. Known as the Marketing Placebo Effect, product worth increased when any of these variables were deemed better, thus driving a favorable behavior toward a product.

INCONSISTENT LENDING PRACTICES EXAMINED

In the wake of the credit crunch, borrowers were subjected to increased loan inspection; however, lending policies fluctuated. That’s according to the research entitled “Extreme Pricing Policies,” published in the 2012 European Economic Review, by Arup Bose, Debashis Pal and David Sappington. Bose is a higher academic grade professor at the Indian Statistical Institute, Kolkata (Calcutta), India; Pal is the David Sinton Professor of Economics at Lindner; and Sappington is the Lanzillotti-McKethan Eminent Scholar and director of the University of Florida’s Public Policy Research Center.

Their research found that lenders’ profits improved at an increasing rate with more intense screening of prospective borrowers; however, somewhat paradoxically, lenders experiencing a greater return on investment are less prone to closely screen an applicant’s project. According to Pal, the purpose of their research was to examine “why lenders implement variable levels of credit screening.” Pal also noted that small industry parameter changes could produce large changes in a lender’s screening intensity.

Did you know?

Did you know that Lindner’s Operations, Business Analytics and Information Systems (OBAIS) department published the most peer reviewed journal articles in the college during the past five years, followed closely by the Lindner Finance department?
**FACULTY RESEARCH, AWARDS & HIGHLIGHTS**

**HIGHLIGHTS**

#LindnerPride

**Drew Boyd**, executive director of the Master of Science in Marketing program and assistant professor-educator of Marketing and Innovation, co-authored the book “Inside the Box: A Proven System of Creativity for Breakthrough Results,” (Simon & Schuster, 2013) with Jacob Goldberg, professor of marketing at the School of Business Administration at the Hebrew University of Jerusalem.

The research of **Joshua Clarkson**, assistant professor of marketing, is highlighted in the book “Mind Over Mind: The Surprising Power of Expectations” by author Chris Berdik (Penguin Group, 2012). Berdik features Clarkson’s ongoing research on the role of expectations in shaping people’s beliefs, thus exerting immense influence over their judgments, decisions and actions.

**Julie Heath**, UC Economics Center director, is heading up Money as You Earn, a national initiative of President Barack Obama’s Advisory Council on Financial Capability. Heath is leading the effort to provide financial literacy context in math and reading Common Core Standards and strengthen the teaching of those concepts to expose students to skills needed to become financially capable young adults.

**Ralph Katerberg**, head of the Department of Management, was one of three professors in the country inducted into The PhD Project Hall of Fame in November 2012. The PhD Project strives to expand diversity in corporate America by increasing the diversity of business school faculty.

**Economics Professor George Vredeveld** led a class for graduate students in May 2013 at Varna Free University in Bulgaria. Vredeveld began the Urban Development Challenges class with a presentation entitled “What is unique about urban areas? Why do they survive?”

**James Kellaris**, the Womack/Gemini Corporation Professor of Signage and Visual Marketing at Lindner, has been selected as the 2013 Composer in Residence by the Classical Mandolin Society of America (CMSA). His residency means Kellaris’ musical compositions will be performed by an orchestra of more than 100 musicians from North and South America, Europe, Australia and Asia and will culminate with premiere performances at the CMSA’s annual conference in Regina, Canada, in September.

**Larry Gales**, associate professor of management and academic director of International Programs in the Lindner College of Business, was one of 16 professors worldwide named to the International Advisory Committee at the School of Economics and Management at Beijing Jiaotong University (BJTU) in China in May 2013. The Lindner College of Business has 17 international educational partnerships, including undergraduate and graduate academic exchanges with BJTU, the college’s oldest international partnership.

The marketing department earned best paper at the 2013 American Marketing Association’s Winter Marketing Educators’ Conference in Las Vegas in February. Professor **Karen Machleit**, head of the marketing department, and current and former doctoral students **Xin Wang** (pictured), PhD ’14, **Xiaoqi Han**, PhD ’11, and **Scott Wright**, PhD ’12, submitted “The Effect of Tenure Confidence on Job Satisfaction Among Untenured Faculty” to earn the global award.

Two professors took on editorial roles at top-tier industry journals. **Suzanne Masterson**, associate professor of management and doctoral program director, took on the role of senior editor for the Journal of Organizational Behavior. **Elaine Hollensbe**, associate professor of management, became associate editor for the Academy of Management Journal (AMJ), where she oversees qualitative research submitted to AMJ.

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NEW DEPARTMENT HEADS

Robert Larson, PhD, CPA, CMA, joined the Lindner College of Business in July 2013 as chair of the Department of Accounting and brings more than 25 years of academic and professional experience to the position. Larson came to Lindner from the University of Dayton, where he was a Professor of Accounting and had taught accounting since 2001. Larson earned a Bachelor of Science in business and economics in 1980 from George Fox University, Newberg, Oregon, and an MBA in 1987 from Portland State University. In 1993, he earned a PhD in Business Administration as an accounting major from the University of Utah.

Brian Hatch, associate professor of finance, became the chair of the Department of Finance and Real Estate at Lindner in August 2013. Hatch began his career at Lindner in 2003 as an assistant professor of finance and begins his fifth year as academic director of the Master of Science in Finance program. He earned his bachelor’s degree in quantitative analysis and finance from UC’s Lindner College of Business in 1988 and his PhD in finance with a minor in business economics at the Kelly School of Business, Indiana University, in 1995.

Nicolas Williams, associate professor of economics, became chair of the Department of Economics in August 2013. Williams began his career at UC in 1997 as an assistant professor of economics. He has served as the academic program director of the Master of Arts in Applied Economics since 2008. He earned his undergraduate degree in economics from University of Michigan and master’s degree and PhD in economics from Northwestern University.

FACULTY AND STAFF AWARDS

- Michael Fry, associate professor of Operations, Business Analytics and Information Systems, received the Michael L. Dean Excellence in Classroom Education and Learning EXCEL Graduate Teaching Award.
- Michael Neugent, assistant professor-educator of real estate and director of the Master of Science in Finance program, received the Daniel J. Westerbeck Junior Faculty Graduate Teaching Award.
- Mary Ann Lorenzen, financial administrator in Lindner’s marketing and finance departments, received the Phyllis Troper Service Excellence Award for customer service, cooperative interaction and job performance.
- David Rogers, associate professor of business analytics, earned top teaching honors from industry professionals with the 2012 INFORMS (Institute for Operations Research and the Management Sciences) Prize for Teaching of ORMS Practice.
- Brian Hatch, associate professor of finance, received the Michael L. Dean Excellence in Classroom Education and Learning EXCEL Undergraduate Teaching Award.
- Erwin Erhardt, adjunct professor of economics, received the Outstanding Adjunct Teaching Award.
- Jane Sojka, associate professor-educator and director of the Center for Professional Selling and Sales Management, received the Harold J. Grilliot Award for Exemplary Service to Undergraduate Organizations.
Jerry Leamon, BBA ’73, can sum up his 39-year career at Deloitte as one success story after another. The now retired Global Managing Director of Services attributes his rise at the firm to having a strong family support system, never saying “no” to an opportunity and making the most of those breaks that came his way.

Leamon’s career in accounting began with Deloitte in Cincinnati, where he spent 12 years in the tax practice before being promoted to partner. He then led the firm’s tax practice in Silicon Valley for four years and then the Midwest tax practice in Chicago for five years. At age 41, he led the U.S. tax practice in New York, then the global tax practice, eventually taking responsibility for client programs and business development. Leamon spent the last 15 years at Deloitte developing the firm’s international growth as Global Managing Director of sectors including tax and legal, clients and markets and mergers and acquisitions.

He traces the foundation of his success to his cooperative education (co-op) experience at the Lindner College of Business. “The education at UC was superb, but the co-op experience was invaluable,” says Leamon, who worked a co-op with the Internal Revenue Service in Cincinnati while earning his degree. “It really became part of the education.”

That’s why Leamon couldn’t say no when asked in 2006 to join the Business Advisory Council (BAC). He especially enjoys being involved with students and gives back any chance he can by mentoring, hiring graduates during his time at Deloitte and setting up meetings for students who come to New York.

During his seven-year BAC tenure, he has been particularly proud of several accomplishments: hiring Dean David Szymanski to the Lindner College of Business, renaming the College to honor Carl H. Lindner Jr. and helping grow the Lindner Honors-PLUS and Marvin P. Kolodzik Business Scholars programs. “The more of these kinds of programs we have, the better the caliber of the students, the better the graduates and the better the reputation of the school,” says Leamon.

Kathy Selker, BBA ’77, MBA ’78, defines achievement not by her own success but rather by how she contributed to her clients’ successes.

“You can get distracted by awards and recognition, but it’s important to look at real-world results,” says Selker, president and CEO of Northlich, an award-winning brand engagement agency headquartered in Cincinnati with offices in Columbus and New York City.

With a leadership style described as “straight shooter,” the savvy business strategist has had a long and successful career, one that she attributes to good fortune, good success and capitalizing on good opportunities. Prior to joining Northlich as chief financial officer in 2000, Selker spent 20 years working for such firms as Arthur Andersen & Company (now Accenture), Federated Department Stores (now Macy’s) and Coca-Cola Bottling Group.

She credits her experience as a student at the Lindner College of Business with giving her a well-rounded education that prepared her for the business world. “When you’re studying economics, you’re really studying behavior - what motivates people to make the choices they make,” Selker says. Additionally, as a teaching assistant in graduate school, she learned how to synthesize complex material and present it in a simple, cogent way.

A Bearcat through and through — she and her husband met as fellow UC McMicken Honors Scholars — Selker views her role on the Business Advisory Council (BAC) as a way to give back to the university and stay attuned to emerging trends and new disciplines, which has benefited her both personally and professionally.

During her five years on the BAC, Selker has brought an outside perspective to the Lindner College of Business, acting as a sounding board to faculty and communicating what the business community needs from students. She has been very involved in a new student group at the Lindner College of Business, Lindner Women in Business, that encourages leadership by women. “It’s very smart and important work,” says Selker. “Attracting more women benefits the entire region, and I’m proud to be a part of that work.”
Three new business leaders joined the Lindner College of Business Advisory Council in 2012-2013, helping to strengthen and promote the college’s overall reputation and to connect with the college by hiring co-ops and graduates, serving as mentors and speakers and supporting fundraising goals.

Troy Neat, Vice President of Investments, Neat, Redpath & Spaelth Wealth Management Group, Bill Ogle, Chairman and CEO of Blue Calypso Inc., and Rick Naber, President of LOTH, Inc. will serve three-year terms and join a cross-section of business leaders from the Greater Cincinnati region and national business community who contribute to the college’s mission by supporting research, academics and teaching. New members were asked to comment on the importance of character in business education, on advice they would give to freshmen and on the importance of co-operative education.

**Troy Neat, BBA ’91**

**Cultivating Character:** As a leader, one’s character is critically important. Doing the right thing and keeping one’s word is far more effective than any marketing or public relations initiative. Honesty and integrity, combined with a strong work ethic, will engender a positive work environment for everybody.

**Bill Ogle, BBA ’89**

**Advice to Freshmen:** The most important trait that employers look for is leadership. While you are at UC, strive to become a leader in whichever group you are interested in and make a difference. That is what will separate you from all the other people competing with you for the best jobs.

**Rick Naber, BSDE ’79**

**Reason to Co-op:** Co-op provided me with an outstanding opportunity to blend academic learning with real world experience. I also have a daughter who recently graduated from Lindner. The Lindner education, coupled with her co-op experience, gave her a significant advantage when interviewing for a permanent position.

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**BUSINESS ADVISORY COUNCIL MEMBERS**

<table>
<thead>
<tr>
<th>Name</th>
<th>Title/Position</th>
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<tbody>
<tr>
<td>Peter A. Alpaugh</td>
<td>Chairman, Cincinnati Equitable Life Insurance Co.</td>
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<tr>
<td>Edward J. Babbitt</td>
<td>Vice President and Senior Counsel, Western &amp; Southern Financial Group</td>
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<tr>
<td>Norman R. Baker</td>
<td>Chairman, Integral Analytics</td>
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<td>Walter W. Becky II</td>
<td>Morton Salt Group (Retired)</td>
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<td>John B. Berding</td>
<td>President, American Money Management Corporation</td>
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<tr>
<td>Elroy E. Bourgraf</td>
<td>Chairman, Ferno Washington Inc.</td>
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<tr>
<td>Robert R. Buck</td>
<td>Chairman, Beacon Roofing Supply, Inc.</td>
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<tr>
<td>James E. Bushman</td>
<td>Chairman, CEO and Director, Cast-Fab Technologies, Inc.</td>
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<tr>
<td>Jerry R. Byrne</td>
<td>Executive Vice President, Total Quality Logistics</td>
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<td>Phil D. Collins</td>
<td>Managing Director, Orchard Holdings Group, LLC</td>
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<tr>
<td>Patricia Klingbiel Connell</td>
<td>President and Principal, The Connell Group</td>
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<tr>
<td>Theodore H. Emmerich</td>
<td>Ernst &amp; Young (Retired)</td>
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<tr>
<td>Robert L. Fealy</td>
<td>President and Chief Operating Officer, The Duchessois Group</td>
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<tr>
<td>Timothy J. Fogarty</td>
<td>Chief Executive Officer, West Chester Holdings, Inc.</td>
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<tr>
<td>Michael L. Fordyce</td>
<td>President and Chief Executive Officer, Craig Hospital</td>
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<td>Jerry L. Fritz</td>
<td>President, Precision Foods, Inc.</td>
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<tr>
<td>Gene A. Fugate</td>
<td>City President, KeyBank NA</td>
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<td>John B. Goering</td>
<td>Retired</td>
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<tr>
<td>Paul D. Green</td>
<td>Partner, Tax Services, Ernst &amp; Young LLP</td>
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<tr>
<td>Arash H. Anlan</td>
<td>Eli Lilly and Company (Retired)</td>
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<td>Richard D. Hanan</td>
<td>Mercury Instruments, Inc. (Retired)</td>
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<td>J. Phillip Holloman</td>
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<td>Steven P. Hube</td>
<td>Managing Director, Barnes, Dennig &amp; Company, Ltd.</td>
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<td>Thomas H. Humes Jr.</td>
<td>President, Great Traditions Land &amp; Development Co.</td>
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<td>Timothy E. Johnson</td>
<td>President, Johnson Investment Counsel, Inc.</td>
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<tr>
<td>Bill Keating Jr.</td>
<td>Chair, Partner, Keating Muething Kiekamp PLL</td>
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<td>Robert J. King Jr.</td>
<td>President and CEO, Park View Federal Savings Bank</td>
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<td>Marvin P. Kolodzik</td>
<td>Emerson Electric (Retired)</td>
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<td>David M. Lance</td>
<td>Restaurant Management, Inc. (Retired)</td>
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<td>Louis H. Lauch Jr.</td>
<td>President, KBM, Inc. and Moo Technologies LLC</td>
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<td>Jerry P. Leamon</td>
<td>Deloitte (Retired)</td>
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<td>Craig S. Lewis</td>
<td>Senior Vice President, Global Business Insights &amp; Commercial Operations, Shire Pharmaceuticals</td>
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<td>Michael R. Light</td>
<td>Fidelity Investments (Retired)</td>
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<td>Kevin R. McDonnell</td>
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<td>Thomas E. Mischell</td>
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<td>Mark T. Mitter</td>
<td>Hewitt (Retired)</td>
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<td>Jerome P. Montopoli</td>
<td>Andersen Worldwide (Retired)</td>
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<tr>
<td>Rick Naber</td>
<td>President, LOTH, Inc.</td>
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<td>Troy Neat</td>
<td>Vice President, Merrill Lynch</td>
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<tr>
<td>Jacqueline C. Neumann</td>
<td>Director, National AERS Marketplace, Deloitte &amp; Touche LLP</td>
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<td>Terrance J. D’Oura</td>
<td>Political Candidate, Executive Consultant</td>
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<tr>
<td>William C. Ogle</td>
<td>Chairman and CEO, Blue Calypso</td>
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<td>Michael J. Paxton</td>
<td>Founder and CEO, MJF Growth Partners</td>
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<td>David C. Phillips</td>
<td>Co-Founder, Cincinnati Works</td>
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<tr>
<td>Douglas W. Roeder</td>
<td>Managing Director and Leader, Financial Services Regulatory Practice, PricewaterhouseCoopers LLP</td>
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<tr>
<td>Jim Rolf</td>
<td>Vice President, dunnhumberUSA</td>
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<tr>
<td>Wilbert F. Schwartz</td>
<td>CFA Consultant</td>
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<tr>
<td>Kathleen M. Selker</td>
<td>President and Chief Executive Officer, Northlich</td>
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<tr>
<td>Tony L. Shipley</td>
<td>Chairman, Queen City Angels</td>
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<tr>
<td>Gary F. Simmons</td>
<td>President and Chief Executive Officer, Gerber Childrenswear LLC</td>
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<tr>
<td>Kenneth W. Stecher</td>
<td>Chairman of the Board, Cincinnati Financial Corporation</td>
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<tr>
<td>Richard E. Thornburgh</td>
<td>Vice Chairman, Corsair Capital</td>
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<tr>
<td>Steven J. Valerius</td>
<td>President, Individual Division, Ameritas Life Insurance Corp.</td>
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<tr>
<td>Ellen G. van der Horst</td>
<td>President and Chief Executive Officer, Cincinnati USA Regional Chamber</td>
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<tr>
<td>Mark R. White</td>
<td>Chief Operating Officer, SAP AG</td>
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<tr>
<td>Steven A. Wilson</td>
<td>VNU Advisory Services (Retired)</td>
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<tr>
<td>Ex Officio members</td>
<td>Tanya Armour, Jeffrey Camm, PhD, Vivek Choudhury, PhD, Brian Hatch, PhD, Trent Hershenson, Ralph Katerberg, PhD, Robert Larson, PhD, Marianne Lewis, PhD, Karen Machiet, PhD, Stephen Rosfeld, Dean David Szymbanski, PhD, Jerry Von Deylen, Nicolas Williams, PhD, BJ Zirger, PhD</td>
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**FALL 2013 | PORTFOLIO 39**
**UNDERGRADUATE HIGHLIGHTS**

We implemented our new PACE curriculum at the start of the 2012-2013 academic year, and it immediately raised the bar for our students, faculty and staff. Our innovative focus on developing every student’s Professionalism, Academics, Character and Engagement (PACE) has created a new type of high-impact education, developing business professionals that employers will seek and leaders that others will want to follow. We’ve seen immediate results and are energized to propel our students and our programs to even greater heights in the future.

**Professionalism:** We continue to stress the value of hands-on, real work experience to our students. As a result, the number of students participating in our co-op and internship programs rose by three percent in the 2012-13 year. Lindner co-op students earned an average of $41,000 before graduating from school, and 59% of our students were employed at graduation.

**Academics:** Bloomberg Businessweek once again named Lindner one of the nation’s Best Business Schools. In 2012, Bloomberg Businessweek ranked nine of our undergraduate specialties among the Top 20 public programs in the country: Marketing (#5), Accounting (#5), Quantitative Methods (#6), Ethics (#7), Microeconomics (#10), Macroeconomics (#10), International Business (#14), Operations Management (#15) and Finance (#16).

**Character:** We stress diversity, social responsibility and international experiences at Lindner because being able to lead and manage diverse teams is a key requisite for business leaders of today and tomorrow. Students from 40+ countries currently comprise the Lindner undergraduate student body and the growth of our Business Fellows program and the recent formation of Lindner Women in Business are benefitting our domestic diversity as well. For the 2013-14 academic year, we’ll be welcoming more than 50 new Business Fellows and increasing the percentage of women freshmen by 4%. On the global front, more than 220 students participated in Lindner Study Abroad programs in 10 different countries and hundreds more Lindner students worked, served and studied abroad via UC programs, co-ops and internships and/or student organizations.

**Engagement:** Lindner students have always been highly active members of the UC community and heavily involved in community service, but engagement was brought to a new level during the 2012-13 year with the launch of Project Impact.

Project Impact is a new addition to the Lindner Fast Track freshman experience. This effort provides freshmen with the opportunity to put their newly-acquired business acumen into practice in order to benefit local non-profit agencies and help improve the Cincinnati community. Thanks to our partnership with the United Way of Greater Cincinnati, 100% of the 2012-2013 Lindner freshmen class participated in a service learning project. Student teams provided literally thousands of hours supporting organizations ranging from the Girl Scouts of Western Ohio to the Freestore Foodback to the Northern Kentucky Education Council.

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**FRESHMAN CLASS PROFILE**

<table>
<thead>
<tr>
<th>Gender</th>
<th>Male</th>
<th>Female</th>
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<tr>
<td></td>
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<td>37%</td>
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<table>
<thead>
<tr>
<th>Race</th>
<th></th>
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<tbody>
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<td>Asian</td>
<td>3%</td>
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<tr>
<td>African American</td>
<td>9%</td>
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<tr>
<td>Hispanic</td>
<td>2%</td>
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<tr>
<td>Mixed Race</td>
<td>3%</td>
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<tr>
<td>Unknown</td>
<td>13%</td>
</tr>
<tr>
<td>Caucasian</td>
<td>74%</td>
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</table>

**Lindner Honors-PLUS**

- Freshmen: 21
- Business Fellows: 2
- Average GPA: 3.9
- Average ACT: 31

**Kolodzik Business Scholars**

- Freshmen: 34
- Business Fellows: 5
- Average GPA: 3.8
- Average ACT: 30

**Business Fellows**

- Freshmen: 54
- Average GPA: 3.4
- Average ACT: 24

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**UNDERGRADUATE MAJORS**

- Accounting
- Business Economics
- Economics
- Entrepreneurship
- Finance
- Hospitality Management
- International Management
- International Business
- Information Systems
- Marketing
- Operations Management
- Real Estate
- Undesignated

* Program being phased out

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We’re proud of our recent accomplishments and are even more excited about what the future will bring. The entering class of 2013 will be Lindner’s largest freshmen class in 25+ years and more importantly, it will be the highest quality and most diverse freshmen class in the history of Lindner. A profile of the incoming freshmen class is provided below. Last year the Lindner Undergraduate Program enrollment grew to more than 3,000 and included students representing 43 different countries. In fall 2013, we welcomed more than 40 international freshmen.

We’re also very excited that student retention rose by 1.2% during the 2012-13 academic year, fueling higher graduation rates in the future.

We would like to thank our outstanding advisors, career services team, faculty, program leaders, and undergraduate admissions staff, as well as our many generous alumni and corporate supporters for enabling such high levels of student successes. These accomplishments would not have been possible without all of your help.
In conjunction with the launch of the PACE curriculum in fall 2012, we redesigned the Lindner MBA program and launched several new graduate offerings.

MASTER OF SCIENCE IN FINANCE
The Master of Science in Finance program launched in fall 2012 with a class of 36 domestic and international students. The curriculum focuses on core aspects of financial theory, covering topics ranging from asset pricing and risk management to valuation and capital budgeting.

Despite being the program’s first year, a team of five Master of Science in Finance students instantly demonstrated their knowledge and expertise by winning top honors in the regional round of the Chartered Financial Analyst Institute Research Challenge. By defeating teams from The Ohio State University, Xavier University, Miami University, Dayton University, Northern Kentucky University and Ohio Wesleyan in the regional round, the Lindner team, which consisted of Michael Delisio, Andreas Galliker, Sam Siferd, Molly Chen and Yuzhen Zhou, advanced to the North American championship in Toronto. The Challenge involved approximately 3,000 students from 650 universities across 55 different countries.

Thanks to the initial successes of the Master of Science in Finance program, applications for the 2013-14 class have more than doubled and we’re expecting enrollment for the class of 2013 to increase by more than 50%.

NEW MBA STUDENT AWARDS
Consistent with our focus on Professionalism, Academics, Character and Engagement (PACE), this past year we introduced new MBA student awards to recognize individuals who demonstrated leadership, respect, and service above and beyond the call of duty. Nominations were submitted by both students and faculty members and the winners were selected via student voting.

The MBA for Others service awards recognize achievement, leadership and integrity and were presented to Rachel Gibbs Moehring and Jen Tsocaris. Rachel and Jen served as co-presidents of the MBA Association and organized a variety of social gatherings and fundraising events.

The MBA Community Builder Award rewards magnanimity, reliability, empathy and joy. Voting was hotly contested among multiple stellar nominees, but Alex Hoffman emerged victorious. Alex is a former captain of the UC football team and was well-known for continually bringing his classmates together, tutoring his fellow students and being truly passionate about helping others succeed and achieve their goals.

The MBA Global Citizenship Award recognizes cross-cultural hospitality, solidarity and vitality and was awarded to Alex Li. Alex is truly a global citizen as he speaks three languages – Chinese, English and French – and never hesitates to put his verbal skills to the test. More importantly, Alex is known for his courage, kindness and zest for life.

NEW CERTIFICATE PROGRAMS
As our focus on specialization and flexibility has increased, we’ve added more and more graduate certificate programs to our offerings. These programs offer students specialized knowledge in a specific business function or cross-disciplinary topic in a brief period of time. Learn more about graduate certificates and how to apply those credits toward a master’s degree on page 24.

RECORD ENROLLMENT
Last year, we set all-time records in terms of the number of graduate program applications and enrollments and we’re on track to exceed those numbers by approximately 15% for the entering class of 2013. This will mark the fifth straight year of increased graduate enrollments at Lindner. Our growth is being fueled by both increased participation in our seven specialized master’s degrees and our 16 graduate certificates as well as increased enrollment in our MBA programs. The MBA program growth is noteworthy as research from the Graduate Management Admission Council shows that enrollments among most of the nation’s MBA programs are “flat.”

INTERNATIONAL PROGRAMS
More and more Lindner students are travelling abroad each year to gain a better global perspective and to obtain international work experience. In March, Professor Larry Gales led a team of graduate students to Chile. The students partnered with The Kroger Co. to research an ongoing supply chain project – specifically, refining the marketing, financial and environmental implications of using reusable plastic containers (RPCs) for shipping grapes from Chile to the U.S. Kroger has since initiated this project.

In May, Professor Gales led a separate graduate student group to Western Europe. That team has partnered with Poult, a French biscuit (cookie) company. Poult is the leading private label producer in Europe, but has only a minor presence in the U.S. and is looking to expand their operations here. Accordingly, Lindner students are currently researching private label opportunities throughout the United States for Poult.
The popularity of online courses continued to grow significantly during the past year. As technology continues to advance, more and more students are taking advantage of the opportunity to enhance their career opportunities while still sustaining active and productive careers. To capitalize on this emerging trend, Lindner continues to employ more and more online education options to expand our student population and to provide more students with access to our graduate programs and our excellent faculty.

**ONLINE PROGRAMS**

In fall 2012, Lindner launched the Master of Science in Taxation degree as the college’s first 100% online degree. The degree is a digital conversion of our longstanding “traditional” Master of Science in Taxation program. The program was converted to the online format in order to increase the program’s flexibility and broaden the program’s student diversity.

Students are able to complete the program within two years and the new digital format also provides students with the option to complete a graduate certificate in either Individual Taxation or Corporate Taxation in as few as 12 months. Enrollments in both the degree program and the two certificate programs are growing steadily as awareness of the new online offerings increases both within Cincinnati and across the country.

Our graduate certificate programs overall continue to expand and one reason for this growth is our online offerings. Our business foundations classes are now fully online and that provides a huge benefit to students who hold non-business undergraduate degrees as they can complete their foundational classes at the times and places that work best for them. Moreover, this approach also provides a pathway for those seeking a better understanding of the business fundamentals to do so without the more stringent entry requirements of a full degree program.

Additional certificate programs will migrate online in the near future to provide more options and flexibility to our graduate certificate students.

Success in online programs is a key priority for Lindner as online may very well be the future of higher education. Accordingly, we are making sure that both faculty and students have access to extensive resources to facilitate their transition to this new learning platform. Just as importantly, feedback from both faculty and student is gathered on a regular basis and acted upon in order to improve our online programs as much as possible as today’s learnings will fuel tomorrow’s successes.

**PARTNERSHIPS**

In addition to our own online business offerings, the Lindner College of Business is also partnering with the UC College of Allied Health Sciences to provide students with two additional online graduate degree options – a Master of Health Administration (MHA) and the newly launched Master in Health Informatics (MHI). The MHA program leverages Lindner’s expertise in finance, economics, strategy and quality management and applies those disciplines to the ever-growing health care sector. The MHI program just launched this fall and features business courses in the burgeoning areas of data analytics and business intelligence, two key areas that are becoming increasingly important in the health care arena.

**INNOVATION AND DESIGN THINKING**

We continue to add more and more programs and options to the library of Lindner’s online offerings. On Oct. 7, Lindner will launch its first Massive Open Online Course (MOOC), “Innovation and Design Thinking.” The course is co-sponsored and co-taught by the UC College of Engineering and Applied Sciences (CEAS) and the class will focus on both the ideation and development aspects of innovation from both the engineering and business perspectives.

The truly revolutionary aspect of this MOOC2Degree program is that the free course is open to anyone, without any entry requirements and without any tuition fees, yet participants who successfully complete the MOOC and enroll in a degree program either at Lindner or in CEAS will receive full credit for completing the course. As this course is sure to be a source of valuable professional development and centers on such a “hot topic,” we are very excited to be able to offer it to interested parties (students, alumni or neither) both around the city and literally around the world.

**ONLINE MBA**

In January 2014, Lindner will launch an online Master of Business Administration (MBA) program. The online MBA will feature the same entry and degree requirements as our “traditional” program and will be a perfect complement to our current part-time campus program.

Students in both the online and campus-based programs will have the option to take courses in either format, thereby adding an additional level of program flexibility and customization opportunities for all of our graduate students. This new option will no doubt extend the reach of the Lindner MBA program, create an even more flexible option for working professionals and as a result, further diversify our student profile.

The online MBA will launch as a part-time program which can be completed within two years’ time, and in the near future, we’ll launch a full-time online MBA option as well.
GOALS REACHED

At the onset of the Proudly Cincinnati Campaign in 2008, UC and its unnamed “College of Business” set out to become a leading business school, an engine for innovation and a catalyst for growth in Greater Cincinnati and beyond. Today, with the Proudly Cincinnati Campaign finalized, the University of Cincinnati and the Carl H. Lindner College of Business are on a continued path of great transformation.

The University of Cincinnati achieved its goal of raising $1 billion, a feat accomplished by only one percent of the universities in the country. The Lindner College of Business was once again ranked a Best Business School by U.S. News & World Report, Bloomberg Businessweek, and The Princeton Review. These accomplishments would not have been possible without the incredible ongoing support we receive from our alumni, advocates, faculty, staff, students and corporate partners.

TOTAL  $63.8M
GOAL  $60M
Ending June 30, 2013
Total Lindner College of Business Campaign Goal: $60 million

ONGOING TRANSFORMATION

Our donors make an impact in many forms and at many levels. The following provides a few highlights of transformative investments donors have made to the Lindner College of Business over the past year.

John Goering further advanced the mission of nurturing and educating family businesses to drive a vibrant economy. Goering’s legacy was also further defined by his planned gift of $1M to support the Goering Center for Family and Private Business and the John and Gloria Goering Professorship in Family and Private Business. This is in addition to his ongoing challenge grant of $1M to solidify the mission of the Goering Center for generations to come.

Bob and Rose Fealy made a transformative investment of $1M to the Lindner College of Business scholarship programs while also elevating the college’s entrepreneurial spirit with a gift to the Bearcat Bridge Fund.

An anonymous donor greatly advanced the offerings of the Center for Professional Selling at the Lindner College of Business. Thanks to an investment of $300,000, the Center is more quickly achieving its goals of being at the forefront of sales research and acting as an industry outreach leader.

PNC renewed their Premier Partnership with the Real Estate Center at the Lindner College of Business. Their transformative investment will help educate and train future real estate professionals. Because of PNC’s generous support, the UC Real Estate Center will continue to build upon its numerous industry offerings, such as its Real Estate Roundtable series, a breakfast lecture series for professionals and students in the real estate industry, and its annual Real Estate Banquet.

Paul and Sherry Green greatly elevated the renowned Lindner Honors-PLUS and accounting programs through a blended (spendable and planned gift) of $300,000. Their commitment will provide continued support for the Lindner Honors-PLUS scholarship fund and provide programmatic support to our accounting program, which was recently ranked as one of the nation’s Top Five public programs by Bloomberg Businessweek.

Arnold Hanish provided resources for Lindner’s first endowed scholarship for the Business Fellows program. Business Fellows is an organization that supports high-achieving underrepresented Lindner students by providing them dedicated advising services, career planning, networking, and mentorship throughout their collegiate career.

ADVANCING A CULTURE OF PHILANTHROPY

Along with the continual growth of the academic reputation of the Lindner College of Business, its culture of philanthropy has greatly advanced since the Proudly Cincinnati Campaign’s inception.

• Annual Donors to the Lindner College of Business have increased 25% since FY2008
• 1906 Society Donors (Individual Giving of $1,000+) have increased 37% since FY2008
• Faculty Staff Campaign – has increased 66% since FY2008

While our progress so far has been positive, our transformational journey is far from complete. We need your continued help to elevate Lindner to even greater heights. Please consider supporting one of our many initiatives by visiting www.giveto.uc.edu. Together we really can make an immense difference.

For a complete listing of the Lindner College of Business Honor Roll of Donors and the most updated fundraising results, please visit business.uc.edu.

To find out more about how you can make an impact at Lindner, please contact Steve Rosfeld, director of development, at 513-556-5606 or via email at Stephen.Rosfeld@uc.edu.
AMI AND SAMIR KULKARNI

Q. What were the highlights of your first year at Lindner?
A. Ami: The highlights were meeting my classmates and realizing the depth of the program that lay ahead. Toward the end of the first year, I started to understand the magnitude of the Lindner Honors-PLUS program and its impact on my life.

Q. What were the most important lessons you learned at Lindner?
A. Ami: The world is much smaller than it appears. The reality of the business world is that it is a series of interconnected circles. Joining the Lindner College of Business put me inside an outstanding first circle. I am just a small pebble in our local leadership pond, but the ripples have kept growing in magnitude.

Q. What was your best co-op experience and what did you learn from it that you have applied to your career?
A. Ami: My best co-op experience was at Procter & Gamble Beauty, which then turned into my career for the next seven years. My co-op gave me a great foundation because P&G gave us real work. I was submerged in the world of business leadership and learned extensively. A few key areas were: how to give an elevator speech, how to write a concept for a new idea, how to conduct quantitative and qualitative consumer research, how to manage expectations with your team and how to sell an idea to upper management. The administrative assistants taught me how to be professional and gain the approval of the managers they supported. Today, I often count on the executive assistants of my clients to give me insight into their managers before I ever present to them.

Q. Describe your study-abroad experience at Lindner. How did it enhance your education and impact your career?
A. Ami: I studied in Nantes, France, and enjoyed visiting the U.N. and the global headquarters of several corporations, but the best part was definitely the month of backpacking I did after the study abroad with three other women from the program. This experience sealed our friendship for life. A study abroad opens your eyes to new worlds but the greatest gift is getting to know yourself better. There is nothing like living abroad to determine what you are made of.

Q. How did your undergraduate degree in Applied Mathematics, combined with an MS in Quantitative Analysis, lay the groundwork for launching a construction company?
A. Samir: My education has given me a framework for how to think. I look at every situation and how to optimize and simplify it. Construction can be a very chaotic process, and most people only know how to function in and propagate that environment. Ami will say that I love chaos, but the truth is that I love to quiet chaos. Math and QA were my foundation for doing that.

Q. Lindner has always prided itself on real-world, experiential learning opportunities. Describe any such experiences that were part of your graduate studies.
A. Samir: I did a co-op at P&G for one summer in the Global Analytics (GA) department, which was an amazing experience. My work inside of GA focused on business modeling — taking real-life business situations and processes and mathematically modeling them to solve a problem or improve a process. I began to realize my leadership potential at that point. I think this was the spark that really lit my entrepreneurial spirit.

Q. What is your favorite memory from your time at the Lindner College of Business?
A. Ami: Every spring morning of senior year, going to class with a job offer already in my hand and relishing the bittersweet last days of a fantastic college experience. It culminated in a beautiful day on graduation where Bill Cosby spoke. My parents could not have been happier with both my education and the speaker!

Q. How did your time at P&G prepare you for owning your own business?
A. Samir: Being sound technically allowed me to focus on honing my business skills and becoming a strong businessman. P&G wins when the focus is on listening to and understanding what the client truly wants and focusing on meeting their needs. I also got to see the professionalism and culture of a large company and glean what I thought would succeed in a small business.

Q. You started Solica Construction in 2008 — not exactly the best time to open a construction company. How did you turn a downtime in the economy to your advantage?
A. Samir: We opened our doors on April 1, 2008, a few months prior to the crash. The market was starting to show cracks at that time, so we opened with the premise that we were going to be hungry. Other players in the market had gotten complacent and accustomed to large margins but we didn’t know what that was like. We know what it’s like to scramble to land a project, and that hunger is something we don’t forget. We also treat our subcontractors, vendors and partners with respect and fairness. During the crash, so many other companies protected themselves and left others to fend for themselves. Even if projects get difficult, we communicate honestly and openly with our partners. It may not always be good news, but you know that you are getting the truth.

Q. What has been your proudest career moment?
A. Ami: The day we were accepted as approved construction managers to Cincinnati Children’s Hospital and...
Medical Center, we felt like we had finally made it in our industry. It was the first step in becoming the company we envisioned from the start.

Q. Talk about the benefits and challenges of working with your spouse. Any advice to share?

A. Ami: Samir and I have always understood our opposing strengths, and how we complement each other as parents and life partners. My advice would be to enjoy spending extensive amounts of time together outside of work, be willing to lose it all for each other, naturally admire each other’s gifts and share your appreciation of each other often. I love watching Samir do what he does best at work, and I know he counts on me to bring the persuasive communication and clear strategic planning that distinguishes us with our clients and employees.

Q. Looking forward, do you see your entrepreneurial spirit translating into new ventures?

A. Ami: Owning a commercial construction company together with Samir has been a great launching pad. Now we know we work well together and can conquer a difficult industry. I have always had a passion for wellness and beauty and I look forward to reconnecting into the industry. I am not sure if we have what it takes to run multiple businesses, but we’ll find out in the next 10 years. I would rather try and fail then to never attempt it at all.

Samir: I sure hope so. If Solica were the only thing I ever did, I would say that it was good, but I’m striving for great.

Q. What advice would you give to others who are considering starting their own business?

A. Samir: It’s worth the risk, if you have the stomach for it.

Ami: Love what you are doing, and do it for the passion to create something bigger than yourself. There are many days without financial success, without stability and without the support of a great team. You may build those over time or you may not. The only gift you get from day one is the opportunity to love what you do.

— By Jenny S. Reising

AMI KULKARNI

Ami Kulkarni, BA ’02, is president of Solica Construction. She graduated from Lakota High School in 1997 and was one of the first official graduates of the Carl H. Lindner Honors-PLUS program.

Kulkarni’s career began at Procter & Gamble, where, at age 25, she became one of the company’s youngest brand managers, leading cross-functional teams through consumer research, marketing, product development and package design. She led global Olay teams in consumer research and product design across China, Western Europe and North America and helped P&G launch many successful new consumer products.

Kulkarni left P&G in 2007 to devote time to her growing family, which now includes three daughters, Annika, Amara and Aria. In 2009, Kulkarni joined Solica Construction — a construction firm started by her husband Samir — as president, leading business development, internal operations and strategic planning.

She received the Minority Business of the Year award from the Cincinnati Chamber of Commerce in 2010.

SAMIR KULKARNI

Samir Kulkarni, MS-QA ’03, is vice president of operations at Solica Construction. His formative years were spent in Connecticut and Indianapolis.

Kulkarni earned a BS in applied mathematics from Purdue University before moving to Cincinnati in 2001, where he obtained a Master of Science in Quantitative Analytics (now replaced by the Master of Science in Business Analytics) at the Lindner College of Business.

Post-graduation, Kulkarni worked at P&G in the Global Analytics and Market Measurement department for several years. In 2006, he and his brother, Shree, founded Kulkarni Properties, a commercial development company, where he serves as vice president. He launched Solica Construction in 2008.

In 2012, Kulkarni was named one of the Business Courier’s Forty Under 40. He serves on the Board of Life Center and is a former board member at St. Joseph Orphanage.
ALUMNI GIVE BACK THROUGH CAREER SERVICES PROGRAMMING

Lindner Career Services develops a variety of programming and executes a yearlong series of events geared toward enhancing the professionalism of all Lindner students. This mission of helping to enhance the professionalism of all Lindner students aligns with the college’s recent launching of the PACE curriculum, a concept that centers on the continual development of each individual student’s Professionalism, Academics, Character and Engagement.

As Career Services works to enrich the total professional, the team implements programs that include mentoring, mock interviewing, resume critiquing, professional guest lectures and employment opportunities. Lindner alumni are an integral component of the continued success of our Career Services programs. We are continually grateful that our alumni are so engaged with Lindner and so generous with their time. Our alumni are constantly willing to open doors and help our students expand their professional networks. Often just a few minutes of an alumnus’ time and attention can make a student’s dream become a reality. The following is one such example.

During a recent visit to campus as a guest speaker, Jackie Neumann met Navin Ramalingam, a Master of Science in Information Systems student who had his sights set on a consulting career with Deloitte but was having trouble landing an interview. Jackie shared some invaluable career advice and networking assistance with Navin, who is now a consultant at Deloitte and notes: “If it hadn’t been for Ms. Neumann’s efforts, I definitely would not have had the chance to interview and wouldn’t be where I am now.”

Alumni also contribute to the growth and professionalism of our students by participating in our mentoring programs. We have specific mentorship programs for our underrepresented students, for our honors students and a new virtual program, Career Conversations, specifically designed for alumni with limited time. This new digital option allows alumni to contribute to the development of the next generation of business leaders without fearing a huge time commitment as the program is designed around email interactions and alumni can select a maximum number of student communications per month.

“It’s almost cliché to say that I get more than I give to the college, but it is so true. The excellent college staff makes it easy and fun … and the students quickly get engaged and have fun too.”

– Jacqueline C. Neumann, BBA ’71, MBA ’75
National AERS Marketplace, Deloitte & Touche LLP

GET INVOLVED

Alumni participation in Career Services events and programs is an incredibly valuable resource. We are always looking for individuals willing to donate a few hours of their time. Opportunities to connect with our students include:

• Participating in mock interview sessions
• Providing resume critiques
• Serving as a corporate partner or client for a class project
• Sharing your experiences as a class guest speaker
• Posting a job or internship for business students on www.recruitacat.com
• Holding on-campus interviews for your company’s open positions
• Hosting an information session about your company
• Being a mentor or joining Career Conversations, our virtual networking portal
• Requesting and distributing copies of our student resume book

Join the University of Cincinnati, Lindner College of Business
– Career Services group on LinkedIn

To participate or learn more about any of the above activities, please contact us at 513-556-5147 or via email at lindnercareerservices@uc.edu
Connect with Lindner

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Stay up to date with the latest Lindner news and events by following us on Twitter and liking us on Facebook.

Share your story with us! Email your success and promotions to businessalumni@uc.edu. Visit business.uc.edu/alumni to read about your fellow alumni.

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I am Proudly Cincinnati!

“UC gave me the opportunity to study in an environment filled with people who cared about my success and always went above and beyond to see me through.”

Chizi Igwe, Class of 2013

- Finance and International Business Major
- Kolodzik Business Scholar – Lindner College of Business
- The Lambda Society, CWEST, Sigma Phi Women’s Honorary Member
- Co-op/Intern at Arvin Meritor, Department of Justice, Duke Energy
- Studied abroad in Nantes, France and Querétaro, Mexico

Helping students achieve their goals.


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