A Class Balancing Act
STUDENT PROFILE
Kolodzik Business Scholar Juggles Everything from Classes to Clowns

Entering the Major Leagues
UC College of Business Transitions to Majors in the Undergraduate Curriculum

Out of State is Not Out of Mind
New Metropolitan Tuition Rate Boosts Undergraduate Recruitment and Enrollment

Seeding Cincinnati’s Future
The Carl H. Lindner Honors-PLUS Program Celebrates 10+ Years of Excellence and Community Impact

Fairway Friendships
Annual Phi Kappa Theta Golf Weekend Reconnects Business Alumni

Dedication to Excellence
New UC Real Estate Center Leadership Is Committed to Sustaining Distinction and Growth

Leader in the Field
FACULTY PROFILE
Frank Kardes Tops Honor Roll of Consumer Researchers

University Evaluation
College of Business Faculty Lead UC Reaccreditation Effort

IN EVERY ISSUE
3  |  Letter from the Dean
4  |  Year in Review
6  |  Business Advisory Council Update
22 |  Enrollment Statistics
28 |  Faculty Update
35 |  Strategic Plan Update
36 |  Financial Snapshot
38 |  Development Snapshot
40 |  Honor Roll of Donors

COVER
24  |  Staying the Course
   —of Change
   ALUMNI PROFILE
At the Helm of a Consumer-Goods Giant, Paul Polman Keeps His Eye on More Than Market Share

20  |  Capturing the Cup
College of Business Students Edge Out Local Rivals in Inaugural Case Competition

8  |  Finding the Perfect Fit
The Marvin P. Kolodzik Business Scholars Program Puts Flexibility into Undergraduate Education with a Fully Customizable Experience

3 |  Letter from the Dean
4 |  Year in Review
6 |  Business Advisory Council Update
22 |  Enrollment Statistics
28 |  Faculty Update
35 |  Strategic Plan Update
36 |  Financial Snapshot
38 |  Development Snapshot
40 |  Honor Roll of Donors

UC COLLEGE OF BUSINESS
www.business.uc.edu

TRICIA BATH
Editor | Design Director

STEPHANIE MANGUS
Assistant Editor

WENDY BECKMAN
KATE BRIDGMAN
GINA COLLINSWORTH
SUSAN DORENKEMPER
LISA GROH
LORI HUFFORD
RALPH KATERBERG
PAT MATSON KNAPP
ADRIANA G. KOWATSCHE
PHILLIP LANHAM
STEPHANIE MANGUS
JULIE MENCHEN
PATTY RAGIO
JENNY S. REISING

UC PHOTOGRAPHIC SERVICES
Contributors

Copyright ©2009 University of Cincinnati
All rights reserved. No part of this magazine may be reproduced without prior permission.
Guided by our strategic plan, we continue to deliver a high-quality business education. We listen to the needs of our stakeholders to develop unique collaborations, programs and centers that engage the community.

In the past year, we’ve continued to enhance the experiences we offer our students. One way we accomplish this is by developing innovative industry collaborations. Last December, we received a $2 million gift from James and Sharon Weinel to establish the James S. Womack/Gemini Chair of Signage and Visual Marketing. This gift established a partnership with the signage industry from which our students are already benefiting.

Although major partnerships create new opportunities, our everyday interactions with the business community shape the education we provide. When we noticed that companies needed employees with more depth in their chosen specialization, we redesigned our undergraduate curriculum to give our graduates a competitive edge (p. 12).

We’ve also recently established the new Marvin P. Kolodzik Business Scholars program (KBS). KBS (p. 8) joins our landmark Carl H. Lindner Honors-PLUS program (p. 16)—which celebrated its 10th anniversary last November—in drawing the best and brightest students to the College of Business. This fall’s entering KBS class has an average high school GPA of 3.8, an average ACT of 29 and an average SAT of 1252.

We add value to our students’ education through centers that engage business leaders. Last year, the Economics Center for Education and Research celebrated 30 years of service to our university, our schools and our community. Also last year, we held the 40th annual UC Tax Conference, which is often referred to as the best tax conference in the Midwest.

Just this October, the quality of our Center for Entrepreneurship Education and Research garnered a #21 ranking in the nation in undergraduate entrepreneurship education. In this joint ranking by The Princeton Review and Entrepreneur magazine, we placed higher than many other well-known business schools.

Thanks to programs that respond to the needs of our stakeholders, paired with the added value of our centers, we increase our visibility among business schools and provide our students and graduates with a competitive advantage in the workplace.

Dean Will McIntosh
ENTREPRENEURSHIP CENTER CELEBRATES 10 GREAT YEARS

The Center for Entrepreneurship Education and Research celebrated its 10th anniversary with the College of Business this past year. As a part of the banquet celebration, Oscar Robertson was presented with the Lifetime Achievement Award for Entrepreneurship. Robertson earned a degree in business while twice leading the UC Bearcats to the NCAA Final Four. In 1981, he founded Orchem Corporation, which is the leading minority-owned specialty chemicals manufacturer in the US.

In his nomination of Robertson, professor Charles Matthews noted the award is given in recognition of the drive to high standards, dedication to a vision, determination to succeed, leadership in the community and generosity in giving to others that has been consistently demonstrated throughout a lifetime of successful entrepreneurial pursuits.

RECOGNIZING CINCINNATI BUSINESS ACHIEVEMENT

The Cincinnati Business Achievement Awards, presented by the College of Business, is Cincinnati’s longest-standing event recognizing achievement in business and service to the community. Fred Habegger, Michael Paxton and the American Financial Group were recognized during the 23rd annual awards ceremony.

Fred Habegger, chairman of The Habegger Corporation, received the Carl H. Lindner Award for Outstanding Business Achievement. This award is given annually to a College of Business graduate who demonstrates outstanding achievement in the field of business as represented by the recipient’s entrepreneurial spirit, commitment to business and community, and achievement of the highest level of success within one’s profession.

Michael Paxton is the chairman of Transport America. He received the Distinguished Service Award for his contributions to the University of Cincinnati, the College of Business, and the Cincinnati community. Thanks to his commitment to improving the university and its programs, Paxton has left a lasting impact at UC.

The American Financial Group was the recipient of the Cooperative Education Partnership Award. The company has a successful history of partnering with the college’s Cooperative Education program, providing diverse and challenging work assignments for co-op students.

For more on the 24th Annual Cincinnati Business Achievement Awards, visit www.business.uc.edu/banquet.

40 YEARS & STILL GOING STRONG

The Quantitative Analysis and Operations Management department has completed 40 successful years by exemplifying a strong work ethic, a real-world approach to teaching and dedication to professional service. Out of 11 tenure-track faculty members, two are INFORMS Fellows showing strong dedication to research in the department. Professor Jeff Camm, department head, serves as the editor in chief of Interfaces and professor David Kelton recently stepped down as editor of INFORMS Journal on Computing.

Camm has pushed excellence in teaching with a focus on high-impact use of analytics for solving real problems for real companies. In a recent feature in OR/MS Today, Camm noted, “...in virtually every class we teach, students do a real project of some sort before they get through the class.”

TITLE VI GUEST LECTURER SERIES

The Department of Accounting was awarded an International Business Education Grant under the Department of Education Title VI. This program seeks to enhance and promote the nation’s capacity for international understanding and economic enterprise through international education and training for business personnel.
For more than 35 years, the College of Business has been providing entrepreneurship education to our students and the Greater Cincinnati community. This fall our dedication was recognized by The Princeton Review and Entrepreneur magazine. Our undergraduate entrepreneurship program ranked #21 on the list of “Top 50 Entrepreneurial Colleges for 2008.” This ranking places us among the best programs in the country, beating out honorable mentions such as Harvard, Stanford and MIT.

The Princeton Review and Entrepreneur magazine surveyed 2,300 schools in order to publish their sixth-annual rankings. The survey evaluated entrepreneurial programs in three areas: academics and requirements, students and faculty, and “outside the classroom.” Our students have access to numerous case competitions, the attention of top faculty in the field of entrepreneurship and family business, and connections to Greater Cincinnati’s dynamic angel, venture capital and managerial support base.

NATIONAL RECOGNITION FOR REGIONAL OUTREACH

The Economics Center for Education and Research was recognized as the #1 center of its kind in the nation by the Council for Economic Education. The center educates students and teachers in urban areas as well as provides services to government and business leaders to foster a more vibrant and economically healthy community. The honor topped what was already a landmark year: the center celebrated its 30th anniversary in 2008.

LECTURE SERIES GIVES VOICE TO PROMINENT RESEARCHERS

The 17th Annual E. Leonard Arnoff Memorial Lecture on the Practice of Management Science was hosted by the Department of Quantitative Analysis and Operations Management. Michael Trick, professor of operations research at Carnegie Mellon University, presented the keynote speech, sharing his experiences in scheduling college basketball, major league baseball and other sports, and explaining how operations research is revolutionizing the way sports scheduling is done.

SAP ERP SOLUTIONS COURSE

After more than 80 hours of classroom training and a three-hour certification exam, 21 University of Cincinnati graduate students were certified as SAP ERP Solution Architects. Professor Vivek Choudhury managed the program in collaboration with the SAP University Alliance. Students worked through 650-plus pages of study materials, hands-on software exercises and homework tasks. All the students passed the challenging certification exam on their first attempt.

Choudhury commented, “This Certification program was a perfect complement to our existing SAP coursework, and just one example of our ongoing commitment to provide students with a broad, cutting-edge, practical education. It exposed our students to a large number of SAP modules, making them that much better prepared to compete for a diverse set of SAP-related jobs. We are proud of our students for their outstanding performance!”

As part of the grant, the department hosted professor Sushil Khanna as a guest lecturer. Khanna is a professor of economics and strategic management at the Indian Institute of Management (IIM), Kolkata, India. He lectured on the dramatic changes that have occurred in the Indian corporate sector over the last 30 years, including the shift from socialism in the early 1970s to capitalization and the opening of the Indian market to foreign investment today. Special mention was also given to the interaction among older business houses, which have had difficulty dismantling their elaborate control structures, and newer Indian firms listed on international exchanges.
Over the past 50 years, thousands of business professionals have chosen to earn the UC MBA. That's because we provide the competitive advantage every generation needs to succeed. Our program provides fast-track tools tailored to personal ambitions so you'll gain a business education that's rigorous, relevant and above all, flexible. You'll learn from top faculty, study with talented, experienced peers, and find internship and field-study opportunities with world-class companies. With the UC MBA, you'll join a long line of successful business professionals prepared to meet today's challenges and take advantage of tomorrow's opportunities.

513-556-7020 | www.uc.edu/graduate
The Business Advisory Council provides advice, counsel and assistance to the leadership of the College of Business. Comprised of a cross-section of business leaders from the Cincinnati region and national business community, the Council continues to help the college leadership team implement the strategic plan. This past year, the college welcomed the following distinguished professionals as the newest members of the Council:

**Kerry Byrne** is executive vice president of Total Quality Logistics, a third-party logistics broker. He is responsible for their sales operations, leading 650 sales personnel and $575M in 2008 sales. Mr. Byrne is a former Bearcat student-athlete (baseball ’84–’87) and a BBA graduate from UC. He has served on the College of Business Alumni Board of Governors and continues to be active with the Bearcat baseball program.

**Michael Davis** is the retired president of Givaudan Flavours. He started with the company in 1976, when it was known as Fries & Fries. He held various operating and management positions until 1999 when he was named president, the position he held until his retirement in 2006. Mr. Davis graduated from UC with a BBA in economics and an MBA in finance.

**Jerry Fritz,** president and chief executive officer of Precision Foods, Inc., since 1992, has a proven track record in the food industry, spanning four decades. Before joining the Muscatine Foods family, Mr. Fritz founded Precision Pack Foods, a dry formulating food company, which was acquired by Varied Investments. He also held managerial positions for the Foodservice Division at Pet, Inc. and at the Lily Cup Division of Owens-Illinois. He received a BBA in marketing and management from UC.

**Bill Keating** is a partner with Keating Muething & Klekamp, practicing primarily in corporate and business law, representing publicly traded and privately held businesses. He earned a BBA, an MBA and a JD from UC. He won the Jimmy Nippert Award as the outstanding graduating student-athlete and is a member of the UC Athletic Hall of Fame and the Order of the Black Blazer.

**Michael Light** is the retired senior vice president and chief executive officer of the Enterprise Processing Services at Fidelity Investments in Covington, Kentucky. He also served as the director and chief financial officer of the company’s private equity organization. Prior to Fidelity, Mr. Light held senior financial and general management positions at a number of companies, including KPMG, Mead Corporation, Robertshaw Controls and Diageo. He earned his BS in accounting from UC, attended Harvard Business School, and is a CPA for the State of Ohio.

**Mark Mitter** is the retired principal and global finance leader at Hewitt Associates, Inc., a global human resources outsourcing and consulting firm where he has held a variety of administrative roles since 1980. He graduated from UC with a BBA in quantitative analysis and earned an MBA from the University of Chicago.

**Terrance O’Hara** is an independent consultant to businesses and senior executives and also serves as a principal of EnCompass Resources, Inc., one of the world’s leading firms in delivering state-of-the-art performance optimization training. He is the former president and chief executive officer of Bachrach & Associates, Inc. A noted author and speaker, he earned his BSIM and JD degrees from UC.

**Jim Rolf** is vice president of the U.S. Data Solutions Group for DunnhumbyUSA, a global provider of specialized customer-focused analytical and targeting services. In 2005, he joined the company as IT Director, assuming his current position several months later, and is responsible for the infrastructure supporting the customer insight and communications activities of the U.S. business. Mr. Rolf has more than 20 years of experience building and supporting mission-critical applications for AT&T, Fidelity Investments, and Anthem Blue Cross Blue Shield. He holds a BS in electronic data processing from Eastern Kentucky University.

**Kathleen Selker** was named president, chief executive officer and majority owner of Northlich in 2008, after nearly eight years of increasing responsibility at the Cincinnati-based company. Her corporate experience with other major companies has helped Northlich expand to include strategic acquisitions of digital and public relations firms, as well as enhance its own media and brand planning capabilities. She has a BA in economics and an MBA in accounting from UC.

**Gary Simmons** is president and chief executive officer of Gerber Childrenswear, a manufacturer of infant and toddler clothing sold under the Gerber, Curity and Onesi’s label. His passion for both product and company stem from his previously held executive positions in VF Playwear, Healthtex, Toddler University and GNS Consulting. Earlier in his career, he was a buyer of children’s clothing for Gimbel’s and Shillito’s. He holds a BBA in marketing and finance from UC.

Julie Menchen is the assistant to the dean of the College of Business and manages the meetings of the Business Advisory Council.
The Marvin P. Kolodzik Business Scholars Program Puts Flexibility into Undergraduate Education with a Fully Customizable Experience

BY LISA GROH

In some respects, Jenna Yoder is a typical senior at the College of Business. She studies hard, goes out on the weekends and is looking forward to her professional life after graduation. So what’s the big difference between Jenna and most College of Business students? About five hours, since she is currently in Spain. Jenna is taking advantage of the flexibility of the Kolodzik Business Scholars (KBS) program to choose the academic and professional experiences that best suit her goals.

The KBS program developed gradually over the past few years. What began as a collection of scholarships and honors courses offered to high-achieving students has become an empowering community of scholars and supporters, thanks to external assistance and a dedicated internal support staff. “I am very grateful to the many College of Business alumni, advisors and corporate partners who have offered their tremendous leadership and support to KBS,” stresses Dr. Marianne Lewis, director of KBS. “Marvin Kolodzik, while studying the art and music of Medici Florence, Kolodzik Business Scholars Jessica “Gigi” Ernst, Chelsea Kindschuh, Jenna Yoder and Heidi Hinnenkamp (from left to right) explore the beauties of Italy.
for instance, has provided invaluable counsel throughout the program’s development. His energy and insights have inspired me, and encouraged the KBS support team and our students.”

Students must develop competencies that enable effective collaboration, innovation and globalization.

The unique advantage of KBS is its flexibility. “Rather than requiring courses, per se, or even specific experiences, the point is that students must develop certain skills, such as competencies that enable effective collaboration, innovation and globalization,” says Lewis. Freedom of choice lets KBS students tailor their academic coursework and professional experiences to fit their career goals, personality and passion. Such variety also allows students to pursue other interests, such as sports, Greek life and even Army ROTC and Ohio Army National Guard. In athletics, for example, KBS is represented in football, soccer, volleyball, tennis, cross country, and track and field.

EXPLORING PROFESSIONAL PATHWAYS

Even KBS students with similar interests and similar first experiences can wind up taking different paths. For example, Brian Stiens and Andrew Oyedeji both entered KBS in fall of 2007. Both are pursuing BSIM degrees and share a love of cars. Both found their first major work experience at Toyota, but that’s where their similarities end.

In summer 2008, Brian spent three months in the production planning department of Toyota Engineering and Manufacturing North America (TEMA). He set production schedules for engine and transmissions plants and created documents to track sales. “I learned a lot through the internship,” Brian says. “I was given an objective and a deadline and was let loose to complete the task.” Thanks to this firsthand experience in the workplace, Brian also learned that he would ultimately prefer a different type of job. “I learned that I did not want to sit at a desk all day,” he explains. “I know what I do next will be hands-on.”

Armed with this knowledge, Brian accepted a research and development position with The United States Playing Card Company, where he analyzes paper and cards during new product development. “I have always been interested in the auto industry,” Brian says, “but I believe my passion is in the field of making products, and designing and improving the processes by which they are made. I am extremely excited for the opportunities I have at the new company, and my experiences at Toyota helped me realize what I am passionate about!”

While Brian discovered that his interests lie in product design, Andrew has remained focused on the auto industry. At UC’s career fair in spring 2008, Andrew gave his resume to a Toyota representative. A month later, he was offered a fall 2008 co-op rotation in production planning at TEMA. He is currently building an impressive resume by examining best practices for manufacturing facilities to meet varied order requests, such as those for the Toyota Corolla, Matrix, Rav4 and the Lexus RX.

“My goal is to someday be working in the automotive industry as an upper level manager or executive,” Andrew says. Although he can envision working for Toyota after graduation, he seeks to add value to his education by taking advantage of KBS’s broader opportunities first. “If I were to do all of my co-op rotations with Toyota and then possibly obtain a job with Toyota post-graduation, then all I would know is Toyota,” he says. Andrew is now on track to participate in an international co-op rotation with BMW or Mercedes in Germany as a junior or senior. “I have always known that hard work pays off, but I’ve learned that just because you reach your goals, the work does not stop,” he explains. “This Toyota rotation has given me a chance to touch my dream, but now I know that if I want to be able to live it, much more work is ahead of me.”

Kolodzik Business Scholar Andrew Oyedeji came to UC from Houston, Texas, attracted by our unique BSIM program, which blends business and engineering disciplines.
INTEGRATING INTERNATIONAL EXPERIENCES

Other students take advantage of KBS to pursue international interests, like Jenna is doing in Spain. Jenna first went abroad on a KBS trip to Montreal. “I fell in love with the diverse culture and thoroughly enjoyed learning about other customs and the means by which each individual society is able to live in one city together, while still maintaining its own identity, culture and heritage,” Jenna says. “After that experience, I made a promise to myself to travel abroad every year!” Since then, she has been to Florence, Italy, and is currently spending four months at the Universidad Rey Juan Carlos to finish a business Spanish minor.

Jenna’s career goal is administration in product or global marketing, and she feels that the international experience she has gained through KBS will help her reach that goal. “With each change in environment, I’ve been tested on my ability to adapt to different cultures and languages as well as different groups of people,” she says. “I know [that in business] I will be tested daily on my ability to adapt to my work environment, team members and industry challenges.”

Jenna especially loves choosing from multiple international opportunities. “Instead of going on one big trip, KBS offers smaller excursions that are more personalized,” she says.

“After each study abroad experience, I am able to return home to reflect upon my experience, share with others, and apply what I’ve learned to other study abroad experiences.”

Lori Hufford, on the other hand, took advantage of the flexibility of a KBS schedule to co-op in Munich, Germany, for an extended period. “I had the opportunity to travel all around Europe on the weekends as well as lead a normal German life for six months,” Lori says. “I considered myself fully integrated into the culture. I learned a great deal about culture and business and made life-long, amazing friends at the same time. It was truly the experience of a lifetime!” KBS makes it possible for students such as Jenna and Lori to pick the international experience that suits them, whether that’s several shorter trips or a 6-month, immersive experience.

DIFFERENT OPPORTUNITIES, SAME REWARDING EXPERIENCE

Whatever the individual preferences of KBS students, the program unites them within a community of scholars and support, providing a full range of opportunities from which to choose. “These become go-to students,” says Marianne Lewis, “when we get requests from employers and from projects across campus.” KBS students have served as volunteers at Camp Boggy Creek, developed summer programs for high school students and worked with College of Design, Architecture, Art and Planning (DAAP) students in Product Design Studios, where they build their collaborative skills while completing a real project for an area business.

KBS regularly expands its community by accepting approximately 25 new freshmen and 25 non-freshmen, usually transfer students, each year. “When I came into the college, I was not a part of any program or group and I had a really hard time finding different opportunities,” says Brandon Weitzel, who transferred into the College of Business in fall 2007. “Now, with the Kolodzik Business Scholars program, I have a whole team helping me find opportunities. I now feel much more confident that with the help of the KBS team, I will not only get a great job after college, but will have a much more rewarding college experience.”

Lisa Groh serves as graduate assistant to the dean of the College of Business while pursuing her MA in English, professional writing and editing from the McMicken College of Arts and Sciences.
Any student can attest that college sometimes feels like life under the big top. Kolodzik Business Scholar Chelsea Kindschuh is no different. Yet, by taking carefully calculated risks and pushing herself to go the extra mile, Chelsea is reaping benefits from thinking outside the box—or ring, as the case may be.

A finance and marketing major, Chelsea exemplifies the College of Business Kolodzik Business Scholars (KBS) program ideals of being innovative, thinking globally and working collaboratively.

She is also a Cincinnatus and University Scholar. In her junior year, she received the Carl H. Lindner Outstanding Junior Award from the College of Business.

“That was a really big deal to me,” Chelsea says. “I like to get involved in everything.”

But Chelsea has another passion besides business and books—she also plays midfield for the UC women’s soccer team. She has consistently been named a “Topcat Scholar” and is also the 2008 Student Athlete Advisory Committee President.

“I love playing competitively,” says Chelsea. She has played soccer since she was eight-years-old and believes many things she faces on the soccer field she will also face in business. “You have to overcome challenges [on the field], so you’ll be able to overcome them elsewhere.”

She credits her success both on and off the field to her parents, whom she calls “life inspiring.”

“They said it’s important to always keep an eye on the big picture,” she says. “To get it done in the classroom and get it done on the field.”

The combination of the classroom and the field was what attracted Chelsea to UC, with both a Big East soccer team and a business program offering faculty experts and opportunities for real-world experience. Another Big East soccer team was very appealing to Chelsea — until she interviewed with the assistant dean of their business school.

“I asked if they offered their students real-world experiences, like working with P&G,” Chelsea says. “The assistant dean asked me what P&G was.”

This was hardly the case at UC, Chelsea recounts. It was a match made in heaven.

“As soon as I stepped foot on campus I knew,” she says. With Big East athletics and hands-on opportunities with leading businesses and professors willing to accommodate a student-athlete’s schedule, the choice was clear to Chelsea.

Recently she put her education to good use in landing an unusual internship with Cirque du Soleil in Las Vegas. She felt she was taking a risk to some extent with this undefined role she’d accepted.

“The position did not pay much and it was in a city I knew nothing about,” she says with a smile. “My first day on the job, a guy stepped in my office and handed me a clown nose. He said, ‘This is for you. We do not make fun of clowns here.’”

Through her marketing and public relations internship, she learned about the relationship between creativity and productivity. She realized Cirque du Soleil thrives thanks to a deep appreciation for the arts, but also a keen business sense.

“It definitely stretched me. I experienced a great deal of personal growth,” she says. “I wouldn’t be where I am now if I hadn’t put in that effort.”

An award-winning writer, Wendy Beckman is a UC public information officer and the author of five books.
As specialization and globalization become more important in today’s business world, the College of Business must adapt to provide a cutting-edge business education. Recently, the college incorporated majors into the undergraduate curriculum and brought courses to four-credit-hours, providing students with more specialized knowledge, more options and higher academic standards.

“If our students are going to be competitive, there are some things we just have to do,” says Ralph Katerberg, chair of the curriculum redesign task force and department head and professor of management. “Our students need greater depth.”

The previous system of focus/integral required five courses each in a focus, one of the more traditional business disciplines such as finance, and five courses in an integral, a more specific content area such as real estate. While it was once a great advantage to have knowledge in two content areas, increased specialization in one area is more important for today’s business graduates.

COVERING ALL THE BASES

Beginning fall 2008, students pursuing a bachelor’s of business administration (BBA) can major in accounting, finance, information systems, marketing or operations management—concentrations commonly offered by business schools—as well as international business, real estate or entrepreneurship. These specializations leverage the college’s competitive advantages, such as a strong international program and exceptional centers for real estate and entrepreneurship.

Additionally, a business administration major targets adult students returning for a degree that will help them advance in their career. “It’s really an attempt at a self-designed major for that group of students,” explains Nina Thomas, retired director of undergraduate programs. “The adult student who comes back to school is in a very good position to make decisions about what kinds of courses they might most need to fulfill the holes in their previous background.” Finally, the bachelor of science in industrial management (BSIM) remains an option for students who want an engineering-focused alternative to the BBA.

Although the new curriculum offers three more areas of specialization than the focus system did, the biggest change is the greater depth in each area. The new curriculum requires 24 to 32 hours of discipline-specific courses, depending on the major. “We did a liberating thing to say there’s going to be a range,” Katerberg says. “It does make sense, because technically-oriented majors like accounting and information systems have some certification standards that drive the curriculum. In other areas, like marketing, there’s no such parameter.”
Even majors requiring fewer credit hours, such as international business and operations management, created new courses to extend students’ knowledge. In fact, the College of Business academic departments created more than 40 new courses in the drive toward greater specialization, including New Venture Finance, Leadership and Personal Development, Interpersonal Skill and Teams, Services Marketing and Sports Marketing.

**BECOMING A TEAM PLAYER**

“In business today, so much work is done in teams,” Thomas points out while describing the importance of core classes that enable business students from different disciplines to speak each other’s language. Another goal of the redesign was to offer options that would benefit not only College of Business students, but also students enrolled in other UC colleges.

“We have historically had a business administration minor [for non-College of Business students], and we generally have about 200 students at any given time in the business administration minor,” Thomas says. Clearly, students outside of the college are interested in learning more about business while at UC. Some students want to know more about a specific aspect of business, such as fashion design students who often take marketing courses.

To satisfy the needs of all UC students, the curriculum revision incorporates six minors available to students outside the college: entrepreneurship, finance, international business, information systems, marketing and real estate. Minor requirements mirror those of the majors, but rather than taking all of the business core courses, non-College of Business students only take the prerequisites for the classes they choose to take for the minor. Students outside the college who already have earned a bachelor’s degree can earn a certificate in the same areas as the minors (with the exception of international business) by meeting the same requirements as an undergraduate student pursuing a minor.

The new curriculum also offers concentrations to all students. A concentration involves 12 to 16 credit hours in a specific discipline, allowing College of Business students to add a second area of expertise without having to take more credit hours than required for graduation. The concentration requirements usually consist of those three to four classes that are required courses for the major, although there are some options for electives within the concentrations. Students outside the college must also take any prerequisites for their concentration courses.
With the introduction of majors, students will gain more functional experience in their chosen discipline and employers can be confident College of Business graduates have extensive subject knowledge, enabling them to make valuable contributions their first day on the job.

RAISING THE AVERAGE

The curriculum redesign also increases the academic standards for students wishing to enter the College of Business. Under the old standards, entering freshmen only needed to maintain a 2.0 GPA to continue in the college. Transfer students, on the other hand, were required to have a 2.5 GPA to enter the college. The curriculum redesign brought more equality to these two groups. Freshmen can still be admitted to the college without a 2.5, but will now enter as pre-majors and must earn admission to their major the same way transfer students must earn admission into the college. (Exceptions include students enrolled in the Carl H. Lindner Honors-PLUS and Marvin P. Kolodzik Business Scholars Programs, who are admitted directly to their desired major.)

A variety of experiences—including First-Year Experience, Business Pathways courses and business core courses—introduce students to the different majors available. If they have not done so already, students declare a specific pre-major at the start of their sophomore year. Then they co-op in their chosen area and apply for admission to the major typically at the end of the sophomore year. A student must complete 75 degree-applicable credit hours and earn a 2.5 GPA in business courses to be admitted to the major.

The new curriculum also develops more skilled graduates in the area of cultural competence. “We live in a global economic system, and you have to be able to understand the global environment in which business operates,” Thomas explains. “Almost 10 percent of the degree program has to be focused in the global competence area.” The 18-credit-hour cultural competency requirement is not new, but now students may fulfill those 18 hours entirely through study abroad, or through a mix of study abroad, language studies and global area studies.

HITTING A HOME RUN

One of the major factors in the curriculum redesign was changing three-credit-hour courses to four-credit-hour courses. This change benefits the College of Business in three ways. First, four-credit-hour courses facilitate more in-depth learning at the level of individual courses. They also comply with the Transfer Assurance Guides put in place by the State of Ohio to make it easier for students at Ohio public universities to transfer between universities. Finally, four-quarter-hour courses will easily transition to three-semester-hour courses when UC switches to semesters in 2012.

With the addition of three new unique majors, the College of Business differentiates itself from the crowd of business schools offering the same ‘big 5’ majors. In fact, the college was recently recognized as #21 in the nation in undergraduate entrepreneurship education by The Princeton Review and Entrepreneur magazine. “I think that the creation of a separate major was a tipping point,” says Senior Associate Dean Bill Whitaker of the ranking. “They said, ‘Okay, they’re players now in the entrepreneurship arena,’ in much the same way we’d be viewed as players now at the undergraduate level in the real estate arena and in the international business arena.”

The true benefit of the curriculum redesign is for College of Business students and the companies who hire them. With the introduction of majors, students will gain more functional experience in their chosen discipline and employers can be confident College of Business graduates have extensive subject knowledge, enabling them to make valuable contributions their first day on the job.

Lisa Groh serves as graduate assistant to the dean of the College of Business while pursuing her MA in English, professional writing and editing from the McMicken College of Arts and Sciences.
Responding to market demand is simply good business practice. When the undergraduate office at the College of Business received frequent phone calls from students in Kentucky and Indiana interested in business programs, a decision was made to try something innovative.

In the fall quarter 2008, the College of Business offered students from 28 Northern Kentucky counties and 14 Southeast Indiana counties the option to pursue business degrees at near in-state tuition costs. The new rate, for both new and continuing students, is the Ohio in-state tuition rate plus a surcharge of $10 per credit hour each quarter, to a maximum of a $120 surcharge. The College of Business piloted this metropolitan tuition rate program in an effort to attract quality undergraduate students for whom out-of-state tuition costs are a formidable deterrent.

So far, the pilot is paying off. Within weeks of the announcement of the new rate, out-of-state students called to confirm fall enrollment. Efforts such as this ease the recruitment process and position the College of Business as a strong contender, and a viable and affordable education option for quality students residing in counties that surround the Greater Cincinnati region. In addition to being an innovative approach, the effects of the metro tuition rate will be truly regional. Students who obtain their business degrees at the college may obtain employment in this region and otherwise contribute to the regional economic development. Either way, recruiting and preparing students from the surrounding regions for careers in business is a noteworthy workforce development strategy.

Adrijana G. Kowatsch is the marketing and communications coordinator for the Economics Center for Education and Research and is a graduate of UC.

New Metropolitan Tuition Rate Boosts Undergraduate Recruitment and Enrollment
BY ADRIJANA G. KOWATSCH

programs since the fall quarter. Many have cited the new metro rate as a substantial factor in their decision to attend UC.

The College of Business piloted this metropolitan tuition rate program in an effort to attract quality undergraduate students for whom out-of-state tuition costs are a formidable deterrent.
When Norman Baker, UC professor and provost emeritus, stepped down as provost in 1997, he had a dream: to build an honors program at the College of Business that would bring best-in-class students to the university and keep them in Cincinnati post-graduation. Baker assembled a task force of local business executives and asked them to articulate the characteristics of a winning undergraduate-level honors program.

The committee decided it should be academically rigorous, offer real-world experience and include an overseas trip. Then Baker asked the College of Business faculty to design the program using these criteria. “At the time, I asked them to take a journey with me that would be 30 percent likely to end successfully,” Baker recalls with a laugh. Flash-forward to 2008, and the Lindner Honors-PLUS program is not only successful, it’s thriving.

**A LOOK BACK**

“The primary mission of our program is to attract the best and brightest in our area, develop them into business leaders, and keep them in Cincinnati,” says Jeri Ricketts, who took over as program director in 2002. In the past, Fortune 500 companies in Cincinnati recruited students from schools on the east coast, trained and developed them, and then they would leave Cincinnati and go back home. “The companies wanted a source of talent that was equivalent, but had roots in Cincinnati so they’d stick around,” Ricketts explains.

Based on the original criteria that Baker and his task force outlined, the Lindner Honors-PLUS program offers a one-of-a-kind educational experience for students in the top 10 percent of their class. Once accepted to the five-year program, students must complete a first-year internship, six quarters of co-op and a month-long study-abroad trip, in addition to taking honors courses outside of the college and undergoing extensive leadership and professionalism training.

**PRESENT PERFECT**

For Baker, the leadership that the students have brought to the community and the university is the single most exciting development in recent years. “There are only 125 students in the program out of 25,000 at UC, yet they account for a great deal of leadership on campus,” Baker says. “We hoped the students would be active, yet what they’re accomplishing is beyond my expectations.” In fact, Lindner Honors-PLUS students have accounted for 60 percent of the Homecoming Kings and Queens over the past several years, served as president of student government for two years running, and have won numerous leadership awards.

But campus leadership is only one example of the program’s success. The number of applicants has risen every year since its inception. In 2008, there were 150 applicants and 100 were
interviewed. “In the past four years, the pool of applicants has really taken off, and we’re competing against Duke University, Georgetown and many other top schools in the country,” Ricketts says. This year’s freshman class includes three National Merit finalists and three full Cincinnatus Scholarship recipients.

The international component has also evolved over the years into a one-of-a-kind experience. Students spend six weeks in classes and then the rest of the quarter overseas. However, in addition to experiencing other cultures, students meet top executives and learn more about the global economy. For example, a recent trip put students face-to-face with the COO of Heineken and the head of De Nederlandsche Bank in Amsterdam. “The quality of people the students get to meet is just incredible and offers our students a wonderful opportunity for access,” Ricketts says.

To celebrate the Lindner Honors-PLUS program’s 10th anniversary, the first Norman R. Baker alumni award was announced in 2007. “I was asked to give a keynote address and then they announced the award in my honor,” recalls Norman Baker, UC professor and provost emeritus and founder of the program. “I couldn’t have been more thrilled.”

“We wanted to recognize some of the talent that had graduated,” says Jeri Ricketts, director of Lindner Honors-PLUS. A group of Lindner Honors-PLUS alumni serves as the selection committee, recognizing one alumnus annually who has embodied the mission of the program.

The first award was given to Jay Hummel in 2007. The 2008 recipient, Justin Shafer (BBA ’05), is a senior associate in tax services at Ernst & Young in Cincinnati. Shafer says that not only did the honors program allow him to start his career at a higher level—because he had already co-oped at Ernst & Young for six quarters—the leadership experience he developed has parlayed well into both his professional career and his activism in the Cincinnati community and the College of Business.

Shafer is particularly involved in giving back to the Lindner Honors-PLUS program. He has instituted a co-op rotation program for Ernst & Young that allows three Lindner Honors-PLUS students to cycle through six quarters at the firm. He’s helped launch a quarterly interview and resume-writing workshop for students. And he’s helping Ernst & Young raise a $250,000 endowment for the program.

Shafer says the award was a huge surprise and an honor. He credits Baker with helping challenge him to go beyond what he thought he could accomplish, and he credits the program with giving him a well-rounded education he couldn’t get anywhere else. “The mix that the program gave me in terms of leadership, professional development and academics was bar-none to any other program,” Shafer says.
THE FUTURE LOOKS BRIGHT
With the first decade under its belt, Lindner Honors-PLUS is looking to the future. Program participants are becoming more involved in cross-collaborative learning with students in the College of Design, Architecture, Art, and Planning as well as the College of Engineering, helping companies like P&G bring new products to market.

Now that seven classes of students have graduated from the program, there is already a strong network of alumni advocates who are giving back. “The seniors help the pre-juniors and first-year students with their co-op jobs and we’ve had students graduate and come back looking for a co-op or intern,” Ricketts says. “Those connections really help.”

Future plans include leveraging the program’s networks, such as UC’s inCircle and Facebook, to find new co-op opportunities for students and keep alumni involved in the program. Ricketts also hopes to add a domestic trip before the study-abroad trip that would put students in front of top executives in the United States. “It’s incredibly exciting to think that the leadership and success our students have shown on campus is now beginning to benefit Cincinnati businesses,” says Ricketts. “And as our graduates progress in their careers, the impact they will have on our community will continue to grow in the years to come.”

Jenny S. Reising is a Cincinnati-based writer and editor.

The anniversary event, held at Tangeman University Center’s Great Hall, celebrated the many successes of its students and alumni, and honored donors for their generous support of the program.
In the late sixties, a group of young alumni from the University of Cincinnati chapter of Phi Kappa Theta began a tradition that has lasted over four decades—the Phi Kappa Theta Golf Weekend.

The golf weekend provides a friendly, low-key environment where Phi Kappa Theta alumni and their spouses can catch up with friends from near and far away. The selected locations are usually within driving distance of Cincinnati, although the group has traveled as far as Savannah, GA, and Boyne Mountain, MI.

Fred Habegger (BBA ’63) has organized the golf weekend since its inception. Phi Kappa Theta alumni who had kept in touch with Fred and his brothers Tom (BBA ’64) and Jim (BBA ’66) formed the basis of the group that has grown remarkably since 1968.

“There are probably 40 different couples that have gone on the weekend over the past 41 years,” Habegger explains. The core group consists of 16 regulars, 12 of whom make it nearly every year.

Business students and professionals should take note of the role that golf can play in building and maintaining relationships. The sport often comes in handy for businesspeople, and in fact, many members of this group are College of Business alumni.

“Maybe 50 percent of the original group and 75–80 percent of the regulars are business graduates,” Habegger says.

The Habeggers have also made connections through golf in their heating and air conditioning distribution business, where they have organized similar outings for customers and colleagues. “There is an opportunity in business to use golf to establish relationships that last a lifetime,” Habegger says.

Organizing such an endeavor is hard work, but the fun and fellowship the group continues to enjoy make it all worthwhile. “The Phi Kap golf weekend has bound many brothers and wives together in a very special way,” the group wrote on a certificate they presented to Habegger on the event’s 40th anniversary. “The memories and stories of these past 40 years from 1967 in Columbus, Indiana to 2007 in French Lick, Indiana will be relived and retold forever.”

“This has been an opportunity for some of the guys who’ve moved out of town to get back in touch,” Habegger says. He tells the story of one classmate, Jim “Charlie” Moran (BBA ’63), who hadn’t been seen for 45 years until he reappeared at a local high school reunion. He was added to the mailing list for the golf weekend, and now Habegger says, “we’re hoping he’ll be this year’s mystery guest.”

Lisa Groh serves as graduate assistant to the dean of the College of Business while pursuing her MA in English, professional writing and editing from the McMicken College of Arts and Sciences.

Last year’s Phi Kappa Theta Weekend was held in July 2008 at Fuzzy Zoeller’s Champion Pointe Golf Club. Pictured are (front row, left to right) Bob Gramann, Fred Habegger, Joe Faessler, Jim Mayer, Tim Martin, (back row) Joe Ficorilli, Tom Habegger, Jim Habegger, Jerry Lafferty, Bob Weihaus, Fuzzy Zoeller cut-out, Jim Kipling, Stan Budd and Tom Budd.
Among the many experiential learning opportunities available to College of Business students, case competitions are an important way to hone their business skills and apply them to industry. Our students have a strong history of representing the college in case competitions across the country, but in early 2008 our students had the chance to test their skills against local competitors.

The ACG Cincinnati Cup is a new mergers and acquisitions-based case competition created by the Cincinnati chapter of the Association for Corporate Growth (ACG). The premier global organization for professionals involved in corporate growth, development, and mergers and acquisition, ACG Cincinnati was formed in 1993 and has more than 250 members dedicated to corporate growth in the Greater Cincinnati area.

Envisioned as a means to provide graduate students with an opportunity to display their business skills to local professionals, the inaugural ACG Cup invited students from the University of Cincinnati (UC), Miami University, Northern Kentucky University and Xavier University to participate. Required to analyze a complex merger and acquisition case study, competitors tested their corporate strategy, finance, and valuation skills in formulating recommendations to present to “management,” or in this case, the judges, comprised of ACG members, local business men and women, and university representatives.

Once presented with the case, students had only two weeks to develop and prepare their recommendations for the first-round competition, held at their own institution. Judges then selected a team from each school to take on their regional competitors in the final round. The teams chosen to advance were presented with a new case for the final round. Teams had an additional two weeks to analyze the new case and polish their presentation skills.

Judges for the final round of competition were from a range of industries: Rich Boehne, chief operating officer, E.W. Scripps...
Co.; Crystal Faulkner, partner, Cooney Faulkner & Stevens; Gene Fugate, city president, KeyBank; Wouter van Kempen, president, Duke Energy Generation Services; Greg Neal, president, Advanced Testing Laboratory; Mary Svitkovich, inbound sales director, Fidelity Investments; and David Jackson, senior vice president, GE Commercial Finance, the competitions’ presenting sponsor.

After assessing a field of four excellent teams, the judges awarded the first place prize to our UC College of Business team, comprised of graduate students Riley Dugan, Matt Hug, Anima Jain, Omkar Saha and Shashank Saxena. Capturing the $4,000 grand prize, our team edged out runner-up Northern Kentucky University, putting Miami University and Xavier University in third and fourth places. In addition to the welcomed prize money, students were pleased with the opportunity to test their business knowledge. Winning team member Riley Dugan likened the preparation process to business world experience, saying, “On the job, if pressed into a new situation like this, you still have to get this done.”

Dean Will McIntosh praised the success of the UC team, “I could not be prouder of this great team of students! They worked very hard on this event, going above and beyond their regular class work.” The UC team spent two weeks and more than 100 hours preparing their case and presentation, which showed superior analysis in their company valuation and stunning originality in their ESOP contingency plan. The students were also acknowledged for the great polish, professionalism, poise and solidarity of their presentation.

Regardless of winning, students from each university took away quality business experience, as well as access to influential business leaders. ACG Cincinnati members are hopeful that the entire region will benefit from events like the ACG Cup, seeing the competition as a way to develop the next generation of employees. Crystal Faulkner, the president of ACG Cincinnati and a partner in the CPA and business advisory firm of Cooney Faulkner & Stevens, LLC, commented, “The ACG Cup is a great way for the Cincinnati business community to proactively engage with young professionals in an effort to keep the best and brightest students in our region. [Young professionals] don’t have to leave the Cincinnati area to be exposed to interesting and exciting business opportunities.”

Winning team member Shashank Saxena was invigorated by the experience and noted its value to his educational experience, “I strongly believe that participating in the ACG Cup was one of the most valuable experiences I had during my graduate education. It not only helped me sharpen my analytic and presentation skills, but also provided an opportunity for me to practically apply, in a real-world setting, the knowledge I gained in the classroom.”

Saxena also took away an added benefit from the competition—an opportunity to serve on the ACG Cincinnati board. He formed a long-term relationship with ACG and now serves as the Cincinnati chapter’s assistant vice president, illustrating that the chapter’s goal to retain talent locally has paid off already.

No event of this size happens overnight and the ACG Cup was no exception. A comprehensive team of UC faculty and staff supported the student teams, including winning team advisor, Chris Allen; judge Bob Dwyer; team coaches Steve Slezak, Jens Stephan, Tim Sale, Mike Ferguson and Andrea Dixon; and support from the Graduate Programs Office under the guidance of Jacqueline Elcik and Dona Clary.

After assessing a field of four excellent teams, the judges awarded the first place prize to our UC College of Business team.

Also, Rick Schlueter of Comstock Advisors, a UC alumnus, was instrumental in supporting the UC winning team, through a Business Valuation Overview presentation and his assistance in answering questions. This dedicated team of volunteers is currently guiding a new group of graduate students through the process as they prepare to defend UC’s title in the upcoming competition. Stay tuned in 2009: the college hopes to announce a repeat win for our students.

Stephanie Mangus is the assistant director of college relations at the College of Business while pursuing her MBA.
**ENROLLMENT STATISTICS**

**UNDERGRADUATE ENROLLMENT**
HEAD COUNT, FALL QUARTER 2008

**GRADUATE ENROLLMENT**
HEAD COUNT, FALL QUARTER 2008

**INSTRUCTIONAL FTE***
FALL QUARTER 2008

**FRESHMAN RETENTION**
FIRST-TIME, FULL-TIME, DEGREE-SEEKING FRESHMAN RETURNING AS SOPHOMORES THE FOLLOWING FALL

<table>
<thead>
<tr>
<th>COHORT</th>
<th>INITIAL ENROLLMENT</th>
<th>RETURNING ENROLLMENT</th>
<th>PERCENTAGE RETURNING</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fall 2007</td>
<td>414</td>
<td>350</td>
<td>84.5%</td>
</tr>
<tr>
<td>Fall 2006</td>
<td>474</td>
<td>393</td>
<td>82.9%</td>
</tr>
<tr>
<td>Fall 2005</td>
<td>304</td>
<td>252</td>
<td>82.9%</td>
</tr>
<tr>
<td>Fall 2004</td>
<td>379</td>
<td>297</td>
<td>78.4%</td>
</tr>
<tr>
<td>Fall 2003</td>
<td>352</td>
<td>270</td>
<td>76.7%</td>
</tr>
<tr>
<td>Fall 2002</td>
<td>334</td>
<td>257</td>
<td>76.9%</td>
</tr>
</tbody>
</table>

*Instructional Full-Time Equaliveit (FTE) is total credit hours produced divided by 15, which represents a full-time student's credit-hour load.
The College of Business has been through a number of changes over the course of the last year, including the implementation of a new undergraduate curriculum and the suspension of the BBA Extend program, that have impacted student enrollment. Given recent economic conditions, enrollment volumes in the near term may continue to be affected.

**Undergraduate Academic Program Enrollment**

<table>
<thead>
<tr>
<th>Program</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business Administration</td>
<td>3%</td>
</tr>
<tr>
<td>Marketing</td>
<td>21.5%</td>
</tr>
<tr>
<td>Accounting</td>
<td>15.6%</td>
</tr>
<tr>
<td>Finance</td>
<td>14.6%</td>
</tr>
<tr>
<td>Pre-Business</td>
<td>10.6%</td>
</tr>
<tr>
<td>Real Estate</td>
<td>4.1%</td>
</tr>
<tr>
<td>Undecided/Other</td>
<td>4.9%</td>
</tr>
<tr>
<td>Information Systems</td>
<td>5.0%</td>
</tr>
<tr>
<td>Operations Management</td>
<td>5.0%</td>
</tr>
<tr>
<td>International Business</td>
<td>7.6%</td>
</tr>
<tr>
<td>Business Administration</td>
<td>3%</td>
</tr>
<tr>
<td>BS Industrial Management</td>
<td>3%</td>
</tr>
<tr>
<td>Entrepreneurship</td>
<td>3.2%</td>
</tr>
<tr>
<td>Management</td>
<td>3.3%</td>
</tr>
<tr>
<td>BBA Extend</td>
<td>0.9%</td>
</tr>
</tbody>
</table>

**Freshman Class Profile**

<table>
<thead>
<tr>
<th>Gender</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>67%</td>
</tr>
<tr>
<td>Female</td>
<td>33%</td>
</tr>
<tr>
<td>Ethnicity</td>
<td></td>
</tr>
<tr>
<td>Asian</td>
<td>3%</td>
</tr>
<tr>
<td>African American</td>
<td>8%</td>
</tr>
<tr>
<td>Hispanic</td>
<td>1%</td>
</tr>
<tr>
<td>Other/Unknown</td>
<td>4%</td>
</tr>
<tr>
<td>Caucasian</td>
<td>87%</td>
</tr>
<tr>
<td>Residency</td>
<td></td>
</tr>
<tr>
<td>Ohio</td>
<td>93%</td>
</tr>
<tr>
<td>Out-of-State</td>
<td>7%</td>
</tr>
</tbody>
</table>

**Graduate Academic Program Enrollment**

<table>
<thead>
<tr>
<th>Program</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>PhD</td>
<td>7.2%</td>
</tr>
<tr>
<td>MS Accounting</td>
<td>11%</td>
</tr>
<tr>
<td>MS Marketing</td>
<td>4.4%</td>
</tr>
<tr>
<td>MS Information Systems</td>
<td>16.3%</td>
</tr>
<tr>
<td>MS Finance</td>
<td>0.6%</td>
</tr>
<tr>
<td>MS Quantitative Analysis</td>
<td>11%</td>
</tr>
<tr>
<td>Full-Time MBA</td>
<td>12.3%</td>
</tr>
<tr>
<td>Part-Time MBA</td>
<td>37.2%</td>
</tr>
<tr>
<td>MS Accounting</td>
<td>11%</td>
</tr>
<tr>
<td>MS Information Systems</td>
<td>16.3%</td>
</tr>
<tr>
<td>MS Finance</td>
<td>0.6%</td>
</tr>
<tr>
<td>MS Quantitative Analysis</td>
<td>11%</td>
</tr>
<tr>
<td>PhD</td>
<td>7.2%</td>
</tr>
</tbody>
</table>

**Full-Time MBA Class Profile**

<table>
<thead>
<tr>
<th>Demographics</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>72%</td>
</tr>
<tr>
<td>Female</td>
<td>28%</td>
</tr>
<tr>
<td>International Students</td>
<td>42%</td>
</tr>
<tr>
<td>Minority Students</td>
<td>30%</td>
</tr>
<tr>
<td>Average Age</td>
<td>27</td>
</tr>
<tr>
<td>Undergraduate Majors</td>
<td></td>
</tr>
<tr>
<td>Business</td>
<td>33%</td>
</tr>
<tr>
<td>Engineering</td>
<td>28%</td>
</tr>
<tr>
<td>Liberal Arts</td>
<td>11%</td>
</tr>
<tr>
<td>Sciences</td>
<td>26%</td>
</tr>
<tr>
<td>Other</td>
<td>19%</td>
</tr>
<tr>
<td>General Statistics</td>
<td></td>
</tr>
<tr>
<td>Average GMAT</td>
<td>603</td>
</tr>
<tr>
<td>Average GPA</td>
<td>3.4</td>
</tr>
<tr>
<td>Average Years Work Experience</td>
<td>3.6</td>
</tr>
</tbody>
</table>
Today’s economic landscape looks familiar to Paul Polman. It was amidst the financial instability of the late 1970s, after all, that he decided to move from his native Netherlands to pursue two graduate degrees at UC. Then, as now, he recognized the economic downturn as an opportunity. “Like now, the economic situation was not that encouraging and I felt [obtaining a graduate degree] would significantly enhance my knowledge and experience, allowing me to find better career opportunities,” he recalls.

Thirty years after earning dual master’s degrees in finance/international marketing and economics, Polman recently took the reigns as chief executive officer of consumer-goods giant Unilever. Before Unilever, his studies at UC helped launch a 26-year career at another consumer-goods leviathan—Procter & Gamble—culminating with his position as group president of P&G Europe. From 2005 through 2008, he was chief finance officer for the world’s largest food company, Nestlé.

LESSONS LEARNED
The lessons he learned at UC have held Polman in good stead during this three-decade career in the consumer-goods industry. Pursuing dual degrees while holding down a job forced him to focus intently on his goals. Taking evening as well as day classes also exposed him to some “extremely interesting people who were motivated and focused and brought significant experience to class,” he says.

Polman chose an American university because he wanted to be exposed to the world’s top business leaders. “During my undergraduate courses at the University of Groningen
Patrick Cescau has done an amazing job transforming this company over the last four years and preparing it for today’s challenging times, “says Polman. “Unilever is now a fitter, leaner, more competitive organization, ready to compete in today’s environment. My simple goal is to ensure that this wonderful institution will be even stronger when I leave. And hopefully, along the way, I will have made a positive difference for many.”

“nurturinG  tHE  CorE”

Providing strong business leadership in today’s economic climate is more challenging than ever, Polman admits. But working for three of the world’s largest consumer-goods companies has taught him that while encouraging growth is important, it’s not all about market share.

“I’ve been fortunate to work for some of the best consumer goods companies in the world,” he says. “They are all passionate about the consumer and improving the societies in which they work and operate. However, it is also clear they have different

NAVIGATING CHANGE

The same dynamics have applied throughout Polman’s career, which started in 1979 when he was snapped up by P&G. He filled various finance assignments in Belgium, Holland, and France between 1979 and 1986. In 1986, he was named category manager and marketing director for P&G France’s Baby, FemPro, Cleanser and Beverages, then earned his first vice president position, managing P&G Iberia, in 1989. He continued up the P&G ladder, serving as vice president and managing director of P&G UK, then president of Global Fabric Care before being named group president of P&G Europe in 2005, responsible for P&G’s entire Western European business.

In 2005, Polman returned to his finance roots, leaving P&G to become Nestlé’s chief financial officer. At the Swiss company, he pushed managers to cut fat and eliminate weak products, and set aggressive profit targets. In September 2008, he was named chief executive officer at Unilever. There, as always, Polman’s work demands a comfort level with complexity and change. At Unilever, he is presiding over the final stages of a major cultural and business transformation started by his predecessor, Patrick Cescau, in response to rising commodity prices and other dramatic changes in the world market.

“I’ve been fortunate to work for some of the best consumer goods companies in the world….They are all passionate about the consumer and improving the societies in which they work and operate.”
across borders. “This requires a new breed of transnational managers who can easily move physically or mentally from one country to the next, with integrity and courage to help shape the many debates and policies.”

In today’s environment, he adds, business leaders must be flexible, learn to deal with ambiguity and continue learning new skills to adapt to a constantly changing business landscape. And they must learn to develop a compelling vision, energize others around it and drive toward it with determination and discipline.

Polman returns to UC periodically to share his experiences with students and has hosted Lindner Honors-PLUS students at his offices in Europe. “I have always been impressed by the quality of the students at UC,” he says. “The university has many good things to offer.” He often urges students to share those “good things,” telling them: “You can achieve anything you want if you are passionate about it. And you can do well by doing good. It was the Dalai Lama who said:

> ‘If you seek enlightenment for yourself to enhance yourself you miss the purpose. If you seek enlightenment for yourself to enable yourself to serve others, you are with purpose.’

**UC MEMORIES**

Polman holds many treasured memories of his time at UC, but perhaps his fondest is meeting his wife Kim, who was studying at the College-Conservatory of Music. “As part of her arts administration program she had to take a course on unions,” he recalls. “I took the same course, called ‘Collective Bargaining,’ and that’s where we met. After 29 years of marriage, we’re still able to handle the conflicts!”

Pat Matson Knapp is a Cincinnati-based writer and magazine editor.

“Successful leadership requires a high level of integrity and trust, today more than ever. This is true for us individually, but also how we work together as teams.”
The College of Business is pleased to announce the 2008 appointments of Dr. John Glascock as the West Shell professor of real estate and director of the Real Estate Center, and Dr. Shaun Bond as associate professor—both former University of Cambridge (UK) academics, who are active in research, service and teaching on a global level.

On his acceptance of the offer, Glascock says, “the most important part of UC that attracted me was Dean McIntosh’s and the community’s commitment to real estate. When I visited and met the community members—from John Frank to Pam Weber, and many others—I knew Cincinnati was for me.”

Most recently, Glascock served as visiting scholar at the National University of Singapore, and has worked for the Department of Justice, the Ohio Legal Council, the State of Louisiana, HM Treasury (UK), the Chamber of Commerce in Dubai, the State of Taiwan and various entities in China. He is widely published in key real estate and finance journals, including the Journal of Real Estate Finance and Economics, as well as the Academy of Management Journal.

Shaun Bond is also an internationally recognized scholar in real estate finance and economics, fresh from a visiting professorship at Penn State. A distinguished researcher, Bond has numerous publications in top real estate journals and has completed projects for many government and industry organizations.

“The Real Estate Center at UC has been the home of many highly regarded scholars and it is exciting to be part of that strong tradition of real estate related research,” says Bond.

Both Glascock and Bond bring a strong academic research record and commitment to global education in the real estate area. They are also active in the American Real Estate and Urban Economics Association—Glascock served as secretary-treasurer for 17 years, while Bond was on the program in January 2009.

The new leadership team is relying on community and university leaders to help establish a plan for the center’s next decade, including continued emphasis on research excellence and leadership, as well as an increased commitment to student and global community service.

The addition of these two renowned scholars has not only impressed our students and professional community, but has made the academic world take notice that our real estate program is one to watch.

Kate Bridgman is the assistant director and project coordinator of the Real Estate Center and a graduate of UC.

Academic excellence has always been a part of the College of Business Real Estate Center and academic program. In his role as real estate professor and UC Real Estate Center director, Dr. Norman Miller raised the center in national prominence to rank fifth nationally among higher education institutions. After 26 years of distinguished service to the College of Business and the community, Dr. Miller retired, requiring a search for new faculty members to continue the pursuit of excellence in real estate education, research and service.
FACULTY NOTES

Dr. Andrea Dixon, executive director of the MS-Marketing program and newly selected Ronald J. Dornoff Teaching Fellow, was recognized by the Academy of Marketing Science (AMS) as the 2008 AMS Outstanding Marketing Teacher. AMS is an international scholarly professional organization dedicated to promoting high standards and excellence in the discipline of marketing around the world. Dixon traveled to Vancouver to receive the award and address teaching scholars at the annual AMS meeting.

Dr. Jim Evans, professor of quantitative analysis and operations management and director of the Total Quality Management (TQM) Center, received the Emerald Literati Network’s Outstanding Paper Award for works published in 2007. Evans’ research paper “Impacts of Information Management on Business Performance” was chosen by the journal’s editorial team for its relevance to practice and further research and recognized as an outstanding new contribution to the existing body of knowledge.

Dr. Craig Froehle, associate professor of operations management, chaired the 2007 College of Business and Cincinnati Children’s Hospital Medical Center’s conference on “Innovations in Healthcare Delivery.” Froehle helped organize the event, bringing together academic researchers and healthcare practitioners to present and discuss insights and creative solutions for improving healthcare’s operational capabilities. The conference proceedings incorporated process engineering, data collection and measurement, and rigorous quantitative analysis—specific areas of focus in Froehle’s research interests—with a management science focus on improving the operational effectiveness of healthcare delivery systems.

Dr. Michael Fry, associate professor of operations management, was awarded top young member by the Cincinnati/Dayton chapter of the Institute for Operations Research and the Management Sciences (INFORMS.) The award is based on his research “Route Design for Lean Production Systems,” published in Transportation Science. Fry was also a distinguished

FACULTY PUBLICATIONS


top finalist in the Dr. Daniel H. Wagner Prize for Excellence in Operations Research Practice for his work with University of Iowa professor Jeffrey W. Ohlmann, titled “Route Designs for Delivery of Optical Scan Voting Machines.” The competition award is handed out each year at the INFORMS annual meeting and emphasizes good writing, strong analytical content and verifiable practice successes.

Dr. James J. Kellaris, professor of marketing, has been named the James S. Womack/Gemini Chair of Signage and Visual Marketing, the result of a recent two-million dollar endowment establishing a partnership between the sign industry and UC. Kellaris is widely known as both a music scholar and business ethicist. His research focuses on the affective, cognitive and behavioral influences of music on consumers, the influence of music on time perception and the “earworm” phenomenon.

Dr. David Kelton, professor of quantitative analysis and operations management, has been elected an INFORMS Fellow. The Fellows Award is presented by the Institute for Operations Research and the Management Sciences in recognition of Kelton’s outstanding contributions to the operations research and management sciences profession.

Dr. Marianne Lewis, associate professor of management, has been appointed academic director of the Marvin P. Kolodzik Business Scholars (KBS) program at the College of Business. KBS fuels experiential learning and personal development of top business students. (See page 8 for more information on KBS.)

Dr. Kipp Martin is a visiting professor of quantitative analysis and operations management at the College of Business for the 2007–2009 academic years. Martin, a three-time UC alum, is a University of Chicago Booth School of Business professor. During his time at UC, Martin has been focusing on a research agenda including robust optimization with Dr. Jeff Camm, a management science textbook and continued research on distributed optimization in collaboration with colleagues at Northwestern University.
Dr. Charles Matthews, management professor and executive director of the UC Center for Entrepreneurship and Research, was one of 27 teachers chosen from across the nation to win 2007’s Excellence in Entrepreneurship Education Awards from the Acton Foundation, a nonprofit organization dedicated to educating students and teachers in the field of entrepreneurship. Foundation president Rick O’Donnell commented, “Great teachers change lives by inspiring students to recognize their gifts and how to learn to use them to pursue a worthy dream. Charles Matthews is one such great teacher.” Matthews was also elected president of the International Council of Small Business (ICSB) and installed as president during the 53rd annual ICSB World Conference in Nova Scotia, in front of more than 500 of his peers from around the world. The International Council for Small Business (ICSB) is the world’s largest non-profit professional association for entrepreneurial and family business researchers, educators, policy makers and practitioners with more than 2,000 members worldwide.

Dean Will McIntosh and Senior Associate Dean Bill Whitaker, along with research associate Patrick Lecomte, co-authored a research paper that won the Best Paper in Industrial Real Estate Award at the American Real Estate Society’s (ARES) annual meeting in Captiva, Florida. The paper, “Butterfly Spotting: An Industrial Real Estate Perspective on Globalization and Transnational Economies,” presented a groundbreaking approach to transnational economic activities and their impact on the built environment by defining the concept of transnational economic regions modeled after global production networks implemented by transnational corporations.

Dr. Steve Slezak, associate professor and finance department head, has been named to the Briggs, Swift, Cunningham Professorship in Finance. The professorship is presented by the College of Business to honor faculty in the field of finance with a distinguished record of research and teaching. Professorship holders are recognized for publishing high-quality research, enhancing the research productivity of the finance department and providing rigorous and effective pedagogy.

FACULTY PUBLICATIONS


Ric Sweeney, field service instructor of marketing, is currently serving a three-year appointment to the Board of Directors for the American Marketing Association (AMA) and as a member of the Board of Trustees for the American Marketing Association Foundation (AMAF). The American Marketing Association is North America’s largest organization for the advancement and growth of the marketing profession for individuals and organizations involved in the practice, teaching and study of marketing worldwide. Sweeney was also awarded the 2008 Outstanding Faculty Advisor Award by the University Student Activities Board. He was chosen from among more than 200 faculty advisors in honor of his service to both the UC AMA Chapter and the Bearcat Advertising and Networking Group.

Dr. Yong Kim, professor of finance, is the author of “Global Focus,” a special column for The Maeil Business Newspaper, the most widely circulated economic daily in South Korea. Having served recently as the 23rd President of the Korea-America Economic Association (KAEA), Kim also served as the organizer and moderator for the 2008 business forum “Current Issues in International Finance,” co-sponsored by the newspaper. The forum focused on credit melt down, exchange rate realignments, weaker dollar values, portfolio adjustments, sovereign fund risks and policy implications on both the U.S. and Korean economies.


FACULTY EDITORIAL POSITIONS

EDITOR-IN-CHIEF
Dr. Jeffrey Camm, Interfaces
Dr. James Evans, Quality Management Journal

EDITOR
Dr. Timothy Sale, Advances in Accounting Incorporating Advances in International Accounting

SENIOR EDITOR
Dr. Roger Chiang, The DATA BASE for Advances in Information Systems
Dr. Vivek Choudhury, MIS Quarterly
Dr. Craig Froehle, Production & Operations Management Journal
Dr. David Kelton, INFORMS Journal on Computing

MANAGING EDITOR
Dr. Yong Kim, Information Exchange for Korean American Scholars
Korean-American Science and Technology News

AREA EDITOR
Dr. David Rogers, INFORMS Transactions on Education

ASSOCIATE EDITOR
Dr. Jeffrey Camm, INFORMS Transactions on Education
Dr. Roger Chiang, International Journal of Intelligent Systems in Accounting, Finance and Management
Journal of Database Management
MIS Quarterly
Dr. Vivek Choudhury, IEEE Transactions on Engineering Management Information Systems Research
Dr. Frank Kardes, Journal of Consumer Research
Dr. Yong Kim, International Journal of Finance
Dr. Yan Yu, Journal of American Statistical Association
Statistica Sinica

GUEST EDITOR
Dr. Craig Froehle, Production & Operations Management Journal
Dr. Lawrence Gales, Journal of Engineering Technology and Management, 2007

EDITORIAL REVIEW AND ADVISORY BOARDS
Dr. Chris Allen, Journal of Advertising
Journal of Consumer Psychology
Dr. Shaun Bond, International Journal of Housing Markets and Analysis
Journal of Property Research
Dr. Roger Chiang, International Journal of Intelligent Information Technologies
Dr. Andrea Dixon, Journal of Marketing Theory and Practice
Journal of Personal Selling and Sales Management

Dr. F. Robert Dwyer, Journal of Business to Business Marketing
Journal of Business and Industrial Marketing
Journal of Interactive Marketing
Journal of Marketing
Journal of Marketing Channels

Dr. James Evans, Benchmarking: An International Journal
INFORMS Transactions on Education
International Journal of Process Management and Benchmarking
International Journal of Quality Science
International Journal of Services and Operations Management
Production and Inventory Management Journal

Dr. Craig Froehle, Decision Sciences
Manufacturing and Service Operations Management

Dr. Michael Fry, Decision Sciences
Journal of Quantitative Analysis in Sports

Dr. Lawrence Gales, Journal of Engineering Technology and Management

Dr. John Glascock, International Journal of Managerial Finance
Journal of Real Estate Finance and Economics
Journal of Real Estate Research
The Singapore Real Estate Times

Dr. Frank Kardes, International Journal of Research in Marketing
Journal of Consumer Psychology
Marketing Letters

Dr. James Kellaris, Christian Business Academy Review
Psychology & Marketing

Dr. David Kelton, ACM Transactions of Modeling and Computer Simulation
ACM Transactions on Mathematical Software
European Journal of Operational Research
INFORMS Journal on Computing
International Journal of Simulation Modeling
MacArthur Foundation Fellowships
National Science Foundation

Dr. Yong Kim, Corporate Finance Review
Credit and Financial Management Review
Global Finance Journal

Dr. Brian Kluger, International Journal of Behavioral Finance

Dr. Ana Leonard, Gender and Diversity in Organizations
Human Relations
Journal of Management Studies

Dr. Suzanne Masterson, Academy of Management Review
Journal of Organizational Behavior
Organizational Behavior and Human Decision Processes

Dr. Charles Matthews, Journal of Small Business Management

Dr. Uday Rao, Interfaces

International Journal of Inventory Research
Production and Operations Research

Dr. Amit Raturi, Journal of Operations Management
Production and Operations Management Journal

Dr. David Rogers, Computers and Operations Research
International Journal of Operations and Quantitative Management
Production and Inventory Management Journal

Dr. M. Ann Welsh, Management Learning

Dr. B.J. Zirger, IEEE Transactions in Engineering Management
In his years of studying advertising, consumer behavior and market research, Frank R. Kardes, Donald E. Weston Professor of Business in the Department of Marketing, has been the recipient of many awards and honors. His research focuses on consumer judgment and inference processes, persuasion and advertising, and consumer and managerial decision making. He is a recipient of the Distinguished Scientific Achievement Award of the Society for Consumer Psychology and is a fellow of several professional societies.

Now Kardes can add one more feather to his cap: he has been named to the “Honor Roll of Consumer Researchers” by Blackwell, Miniard and Engel in the tenth edition of *Consumer Behavior*.

The authors asked themselves which consumer researchers had been “the most active in generating knowledge about consumer behavior in recent times.” To answer this question, they chose to focus on the two leading journals devoted to consumer research: the *Journal of Consumer Psychology* and the *Journal of Consumer Research*. They then counted the number of articles authored or coauthored by an individual in the 20 years from 1985 to 2004. Frank Kardes stood at the top of the “Highest Honors” field at 16. (Authors with four to nine articles had “High Honors” and those with three or fewer had “Honors.”)

Kardes has published in many leading journals and is frequently invited to present his research at top business schools and universities throughout the world, including the Wharton School of the University of Pennsylvania, Yale, Cornell, Chicago, Michigan, the Australian Graduate School of Management, the London Business School, the Hong Kong University of Science and Technology, and INSEAD in France.

“What’s nice to see is that many of these schools—like Wharton and Stanford—are also represented on the Honor Roll,” says Kardes.

“You might wonder how the authors of a book you are beginning to read know all the concepts and principles written on the following pages. We don’t, of course,” the authors wrote. “We can’t include research from every source, so we focus primarily on those journals considered to be the foundation of knowledge about consumer behavior and marketing.”

Professor Kardes’ contributions to the marketing field also include roles as a former editor of the *Journal of Consumer Psychology*, *Advances in Consumer Research*, and a former associate editor of the *Journal of Consumer Research*. He currently serves on the editorial boards of the *Journal of Consumer Psychology*, *Journal of Consumer Research*, *International Journal of Research in Marketing* and *Marketing Letters*. He has also published several books, the best of which he says is the 2008 *Handbook of Consumer Psychology*, which he co-edited with Curtis P. Haugtvedt and Paul M. Herr.

“*The most active in generating knowledge about consumer behavior in recent times.*”

“We invited the top people in the field to write chapters,” Kardes says, “and we also wrote chapters ourselves, of course.” Reviewer John G. Lynch, Jr., a professor from Duke University’s Fuqua School of Business, called the text “a superb collection of chapters on the most important topics in consumer psychology, written by the world’s leading experts on these topics.”

Blackwell, Miniard and Engel summed up Kardes’ and the others’ contribution to the field of consumer behavior, writing that “there is no denying the contributions made by the individuals identified here.”

An award-winning writer, Wendy Beckman is a UC public information officer and the author of five books.
Ralph Katerberg, associate professor of organizational behavior and new management department head, is co-chair of the steering team that is responsible for the reaccreditation self-study and the campus visit by a team of consultant-evaluators. Ann Welsh, professor of management, served on the self-study writing team that focused on the university mission and governance. Professor Katerberg has eight years of experience conducting reviews of universities as a Higher Learning Commission (HLC) consultant evaluator. Professor Welsh brought her experience as chair of the University Faculty Senate as she the contributed to the self-study.

The reaccreditation process generally is required every decade, as the university demonstrates it is meeting the national standards that assure a high-quality learning environment, world-class scholarship, innovation and service. This process is a foundational requirement for individual schools and colleges to maintain their additional discipline or professional accreditation, such as the Association to Advance Collegiate Schools of Business (AACSB) for business schools.

In preparing for the self-study, the HLC requires that the university evaluate itself in five key areas:

- MISSION AND INTEGRITY
- PREPARING FOR THE FUTURE
- STUDENT LEARNING AND EFFECTIVE TEACHING
- ACQUISITION, DISCOVERY AND APPLICATION OF KNOWLEDGE
- ENGAGEMENT AND SERVICE

The final report on the university self study was prepared in winter 2008. In April 2009, a national accreditation team will visit campus to validate what was reported in the self-study report. The university will be formally notified about the commission’s recommendation for reaccreditation in fall 2009.

The self study is an open process, and the university community and its stakeholders will be called upon for input as the draft of the report is posted.

Ralph Katerberg, head of the College of Business management department, also serves as a consultant evaluator for the HLC.
The College of Business made significant progress on many elements of the strategic plan during the 2007–2008 academic year.

At the undergraduate level, a new curriculum was implemented with majors replacing the former focus/integral structure (see p. 12). Students now have nine majors from which to choose, replacing five focus/integrals. Staff support was also increased for undergraduate students with the addition of one academic advisor and one career services advisor.

The College honors programs also showed major progress this year with the renaming of the Business Scholars program to the Marvin P. Kolodzik Business Scholars (KBS) program (see p. 8). With more than 140 students enrolled in the program, Academic Program Director Marianne Lewis is organizing group activities and projects to build KBS into a community of scholars.

Academic excellence has been at the forefront of strategic planning and two funded professorships were obtained during the year to support faculty positions. Additionally, the Marjorie A. & Norwood C. Geis Chair in Accounting was established through donor support.

Faculty development was also supported during the year through a review of the college's reappointment, promotion and tenure policy. The policy was developed by a team of faculty members and adopted by most College departments.

In continued efforts to improve space for the college, funding was obtained for the renovation of the Lindner Hall auditorium. This space is used heavily for core undergraduate courses and sustains major foot traffic. The College is pursuing architectural plans for the project and a target date for the renovation has been set for the summer quarter 2010.

An important strategic plan milestone was reached in the fall quarter 2008 with the successful completion of accumulated one-time and permanent budget cuts at the university level. The College held a “mortgage burning” event with faculty and staff to celebrate the achievement.

An AACSB accredited institution, the College of Business supports quality programming for our students. In preparation for the next AACSB Maintenance of Accreditation in 2010–2011, College leaders held an off-site meeting to select faculty teams to learn more about the accreditation process through AACSB conferences. These teams will ensure the college is fully prepared for the accreditation visit.
## FINANCIAL SNAPSHOT FY2008

### GENERAL FUNDS EXPENDITURES SUMMARY

<table>
<thead>
<tr>
<th></th>
<th>FY 2008</th>
<th>FY 2007</th>
<th>YOY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Faculty Salaries</td>
<td>$9,836,420.72</td>
<td>$9,916,377.53</td>
<td>-$79,956.81</td>
</tr>
<tr>
<td>Staff Salaries</td>
<td>$1,645,942.03</td>
<td>$1,726,800.88</td>
<td>-$80,858.85</td>
</tr>
<tr>
<td>Student Salaries</td>
<td>$676,641.31</td>
<td>$649,499.98</td>
<td>$27,141.33</td>
</tr>
<tr>
<td>Benefits</td>
<td>$3,643,488.86</td>
<td>$3,818,033.01</td>
<td>-$174,544.15</td>
</tr>
<tr>
<td><strong>TOTAL PERSONNEL</strong></td>
<td>$15,802,492.92</td>
<td>$16,110,711.40</td>
<td>-$308,218.48</td>
</tr>
<tr>
<td>Operating(^1)</td>
<td>$114,976.49</td>
<td>$576,388.73</td>
<td>-$461,412.24</td>
</tr>
<tr>
<td>Scholarships(^2)</td>
<td>$1,897,285.00</td>
<td>$2,431,237.00</td>
<td>-$533,952.00</td>
</tr>
<tr>
<td><strong>TOTAL NON-PERSONNEL</strong></td>
<td>$2,012,261.49</td>
<td>$3,007,625.73</td>
<td>-$995,364.24</td>
</tr>
<tr>
<td><strong>TOTAL GENERAL FUND</strong></td>
<td><strong>$17,814,754.41</strong></td>
<td><strong>$19,118,337.13</strong></td>
<td><strong>-$1,303,582.72</strong></td>
</tr>
</tbody>
</table>

1. A total of $304,448 of operating expenses were transferred from general funds on June 25, 2008.
2. Honors awards in FY07 were shifted to local funds in FY08.

---

Scholarships 10.7%
Operating .6%
Benefits 20.5%
Student Salaries 3.8%
Staff Salaries 9.2%
Faculty Salaries 55.2%

*Information Technology and Instructional Equipment Fee (ITIEF)*
Following the nationwide trend of cuts in education spending, the College of Business was impacted by the loss of some state funding during fiscal year 2008. The full extent of the current economic challenge before us is not yet known, although we will face them with significant strengths and continue to provide students access to a quality education.

### Designated Account Expenditures

<table>
<thead>
<tr>
<th></th>
<th>FY08</th>
<th>FY07</th>
<th>YOY</th>
</tr>
</thead>
<tbody>
<tr>
<td>ITIEF*</td>
<td>$526,245.05</td>
<td>$533,816.19</td>
<td>-$7,571.14</td>
</tr>
<tr>
<td>International Business</td>
<td>$349,323.47</td>
<td>$781,784.99</td>
<td>-$432,461.52</td>
</tr>
<tr>
<td>Executive Education</td>
<td>$603,270.53</td>
<td>$1,148,771.33</td>
<td>-$545,500.80</td>
</tr>
<tr>
<td>Economics Center</td>
<td>$514,974.04</td>
<td>$309,440.77</td>
<td>$205,533.27</td>
</tr>
<tr>
<td>Other Designated</td>
<td>$252,239.49</td>
<td>$424,159.73</td>
<td>-$171,920.24</td>
</tr>
<tr>
<td><strong>Grand Total</strong></td>
<td><strong>$2,246,052.58</strong></td>
<td><strong>$3,197,973.01</strong></td>
<td><strong>-$951,920.43</strong></td>
</tr>
</tbody>
</table>

Other Designated: 55.2%

Executive Education: 26.9%

ITIEF*: 23.4%

Economics Center: 22.9%

International Business: 15.6%

### External Revenue Summary

<table>
<thead>
<tr>
<th></th>
<th>Proceeds from Endowments</th>
<th>Annual Giving</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Scholarships</td>
<td>$658,864.43</td>
<td>$242,320.23</td>
<td>$901,184.66</td>
</tr>
<tr>
<td>Operating</td>
<td>$2,069,958.60</td>
<td>$2,718,013.68</td>
<td>$4,787,972.28</td>
</tr>
<tr>
<td><strong>Grand Total</strong></td>
<td><strong>$2,728,823.03</strong></td>
<td><strong>$2,960,333.91</strong></td>
<td><strong>$5,689,156.94</strong></td>
</tr>
</tbody>
</table>
TRADITION

Reflecting the business world, the UC College of Business faces increasingly complex global markets, changing demographics, intense competition and a demand for innovation. As leading provider of human capital for our community, our college is a driver for the region's economic engine. Our programs are distinctive by their multidisciplinary opportunities, capitalizing on UC's strength in engineering, law, medicine and design. As such, our graduates are poised to compete in an increasingly innovation-driven and global economy.

As part of a top 25 public research university, College of Business faculty routinely create and share knowledge with our partners. Their work has helped improve operations at Cincinnati Children's Hospital Medical Center, taken “best practices” from American businesses to China, and spurred innovation throughout the college itself.

Establishing partnerships remains one of the college’s greatest strengths. Our academic and outreach centers provide the ideal platform for continuing education, applied research and business community engagement.
With your gifts we fund scholarships, attract and retain the finest faculty and enrich learning through cutting-edge classroom and real-world experiences as well as provide the finest facilities and technology available. The following charts reflect the college’s endowment and donor resources from July 1, 2007, to June 30, 2008.

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

ENDOWMENT MARKET VALUE

VISION

Aligned with the university’s strategic plan, our vision is to be a leading business college. To reach that vision we will develop collaborative, creative and global business leaders. As a highly valued partner for our business community, we will be an engine for innovation and a catalyst for growth for Greater Cincinnati and beyond.

OPPORTUNITY

With the successful completion of this campaign, additional private support will:

- Establish a strong, competitive foundation for faculty research and scholarship, with new **endowed chairs and professorships**. New endowed chairs include: The James S. Womack/Gemini Chair of Signage and Visual Marketing; The Marjorie A. and Norwood C. Geis Chair in Accounting; The Johnson Investment Counsel Chair in Investment Management; The Richard E. Thornburgh Chair in Finance.

- Increase **scholarship opportunities** for high-achieving students through our undergraduate honors programs and the new innovation-based MBA program.

- **Lindner Honors-PLUS and Kolodzik Business Scholars** Goal: $15M

- **MBA Student Support** Goal: $5M

- **Endowed Chairs and Professorships** Goal: $25M

- **New Program Development and Centers** Goal: $20M

- **Upgrade infrastructure** with renovations to Lindner Hall and the creation of a Center for Centers to provide a place where all outreach centers can collaborate together.

**TOTAL COLLEGE CAMPAIGN GOAL**
$75 Million
The 1906 Society was established in 2006, the college’s centennial year, to recognize and honor the donors essential to the UC College of Business. The Society’s mission is to connect donors with the college to build a strong, positive future. The Society is dedicated to the college’s goal of building and nurturing learning partnerships that foster sustainable enterprises and careers.

The following list reflects support from all donors received between July 1, 2007 and June 30, 2008, and cumulative giving for donors at lifetime recognition levels.

### Gold Level

Annual giving of $5,000 to $9,999

- Mr. & Mrs. Jeffrey R. Anderson
- Mr. Neil K. Bortz
- Mr. & Mrs. Elmer B. Cole, Jr.
- Mr. Clifford H. Coors
- Mr. & Mrs. Theodore H. Emmerich, Jr.
- Mr. Harry J. Farth, Jr.
- Brenda J. Flesner & Shea Wardwell
- Shannon M. Funk & Jason Wingert
- Carol R. & Ann M. Gross
- Mr. & Mrs. Richard D. Hannan
- Mr. Walter E. Homan
- Mr. Terence L. Horan
- Mr. & Mrs. Thomas H. Humes, Jr.
- Mr. & Mrs. Todd M. Immell
- Mr. & Mrs. Nicola J. Lanni
- Calvin C. Linnemans, Jr., M.D.
- Mr. & Mrs. Pedro Martinez
- Dr. & Mrs. Norman G. Miller
- Mr. & Mrs. Sean Miller
- Mr. & Mrs. Shenan P. Murphy
- Mr. & Mrs. Malcolm C. Myers
- Dan Neyer
- Jack L. & Kirk L. Perry
- Carolyn S. & Dale D. Rayney
- Marilyn S. & Robert C. Rhein
- Mr. & Mrs. Vincent D. Rinaldi
- Marvin Rosenberg
- Albert F. Schneider & JoAnn E. Williams-Schneider
- Marvin H. Schwartz
- Dr. & Mrs. George M. Verdevel
- Mr. & Mrs. Richard W. Warshaw
- Mrs. Louisa H. Weinrib
- Steve & Kathy Wilson
- Walter D. Wood

### Silver Level

Annual giving of $2,500 to $4,999

- Mr. & Mrs. Thomas A. Barefeld
- Maxwell Bauer-Nilsen
- Mr. & Mrs. John B. Berding
- Susan Branscome
- Mr. & Mrs. Michael J. Conaton
- Thomas D. & Mary M. Croft
- Mr. & Mrs. John F. Czinege

### Annual Donors

- Mr. & Mrs. Peter A. Alpaugh
- Charles L. Bargrover, Ph.D.
- Robert O. Basteid
- Mr. & Mrs. Elroy E. Bourgraf
- Bert & Carol Cannon
- Mr. & Mrs. Samuel M. Cassidy III
- Mr. & Mrs. Anestis J. Condoridis
- Patricia L. Klingebiel & Sean P. Connell
- Robert A. Conway

### Life Benefactors

Cumulative giving of $250,000 to $999,999

- Mr. & Mrs. John F. Czinege
- Mr. & Mrs. Michael L. Fordyce
- Chip & Wendy Finke
- Raymond L. Fahrmeier
- James L. & Teryl L. Dintaman
- Mr. & Mrs. David F. Dillon
- Dan & Susan Pfau
- Mr. & Mrs. Paul G. J. M. Polman
- Mr. & Mrs. David F. Price
- Richard F. & Burton O. Roehr
- Mr. Michael D. Rose & Ms. Debbi J. Fields Rose
- Jeanne H. & Michael E. Schroer
- Mr. & Mrs. S. Qaisar Shareef
- Mr. & Mrs. Warren Sherman
- Mr. & Mrs. V. Clark Sole, Jr.
- Richard E. & Cornelia P. Thornburgh
- Margaret K. & Michael D. Valentine
- Mr. & Mrs. F. Irving Walsh, Jr.
- Sharon B. & James R. Weinel
- Mr. & Mrs. Donald E. Weston
- Sharon B. & James R. Weinel
- Mr. & Mrs. Ronald F. Walker
- Mr. & Mrs. Allen G. Zaring III

### Founders Level

Annual giving of $10,000+

- Mr. & Mrs. Andrew M. Goldner
- Paul D. & Sherry L. Green
- Nancy & Fred Habegger
- Chang H. & Prudence M. Huang
- Dr. & Mrs. Timothy E. Johnson
- Marvin P. Kolodzik
- Mr. & Mrs. Jerry F. Leamon
- Carl & Edyth Linnder
- John & Rae Ann Mang
- Thomas E. & Pamela M. Mischell
- Mr. & Mrs. Philip R. Myers
- Dan & Susan Pfau
- Mr. & Mrs. Paul G. J. M. Polman
- Mr. & Mrs. David F. Price
- Richard F. & Burton O. Roehr
- Mr. & Mrs. Robert R. Buck
- Myrna M. Schwarm
- Dr. & Mrs. Norman R. Baker
- Mr. & Mrs. John B. Berding
- Maxwell Bauer-Nilsen
- Mr. & Mrs. Carla L. Barngrover
- Dr. & Mrs. Norman R. Baker
- Mr. C. Kevin Armstrong
- Mr. & Mrs. John F. Czinege
- Mr. & Mrs. Charles W. Goering
- Mr. & Mrs. Thomas H. Humes, Jr.
- Mr. & Mrs. Todd M. Immell
- Mr. & Mrs. Nicola J. Lanni
- Calvin C. Linnemans, Jr., M.D.
- Mr. & Mrs. Pedro Martinez
- Dr. & Mrs. Norman G. Miller
- Mr. & Mrs. Sean Miller
- Mr. & Mrs. Shenan P. Murphy
- Mr. & Mrs. Malcolm C. Myers
- Dan Neyer
- Jack L. & Kirk L. Perry
- Carolyn S. & Dale D. Rayney
- Marilyn S. & Robert C. Rhein
- Mr. & Mrs. Vincent D. Rinaldi
- Marvin Rosenberg
- Albert F. Schneider & JoAnn E. Williams-Schneider
- Marvin H. Schwartz
- Dr. & Mrs. George M. Verdevel
- Mr. & Mrs. Richard W. Warshaw
- Mrs. Louisa H. Weinrib
- Steve & Kathy Wilson
- Walter D. Wood
- Mr. & Mrs. Jeff W. Rexhausen
- Mr. & Mrs. Richard K. Davis
- Mr. & Mrs. Richard K. Taulbee
- Todd A. Staley
- Mr. & Mrs. Richard K. Taubbe
- Mr. & Mrs. H. Robert Thornton
- Elizabeth & Joseph Zirkelbach
- Mr. & Mrs. Charles W. Goering
- Mr. & Mrs. Michael L. Fordyce
- Chip & Wendy Finke
- Raymond L. Fahrmeier
- James L. & Teryl L. Dintaman
- Mr. & Mrs. David F. Dillon
- Dan & Susan Pfau
- Mr. & Mrs. Paul G. J. M. Polman
- Mr. & Mrs. David F. Price
- Richard F. & Burton O. Roehr
- Mr. Michael D. Rose & Ms. Debbi J. Fields Rose
- Jeanne H. & Michael E. Schroer
- Mr. & Mrs. S. Qaisar Shareef
- Mr. & Mrs. Warren Sherman
- Mr. & Mrs. V. Clark Sole, Jr.
- Richard E. & Cornelia P. Thornburgh
- Margaret K. & Michael D. Valentine
- Mr. & Mrs. F. Irving Walsh, Jr.
- Sharon B. & James R. Weinel
- Mr. & Mrs. Donald E. Weston
- Mr. & Mrs. Allen G. Zaring III
- Mr. & Mrs. John F. Michel
- Mr. & Mrs. Anthony J. Lingrosso, Sr.
- Dr. Karen Machleit & John R. Phelps, Ph.D.
- Mr. & Mrs. T. J. Mangold
- Prof. Samuel J. Mantel, Jr.
- Brent P. Martini
- Mandi A. Martini
- Dr. & Mrs. Charles H. Matthews
- Dariel McClintosh
- Judith A. H. Kent Merger
- Dr. & Mrs. Juris P. Mezinskis
- Mr. & Mrs. John F. Michel
- Mr. & Mrs. Glenn W. Mierendorf
- Mr. & Mrs. Jerome P. Montopoli
- Mr. & Mrs. John N. Morris
- Kyle R. Neumann
- Mr. & Mrs. E. Owen Newell
- Jeanette K. Nieman
- Clarissa & Brent Niese
- Laura C. Nixon
- Bill O’Gara
- Marilyn Z. Ott
- Mr. & Mrs. John J. Palmer
- Mr. & Mrs. Michael J. Paxton
- Joan G. Peck
- Kenneth Pendry
- Happy R. Perkins & Cherri W. Perkins
- Mr. & Mrs. John W. Radley
- Antonio & Patricia Bagio
- Drs. Amitabh & Anita Raturi
- Margaret P. Reed, Ph.D.
- Robert E. & Christina L. Reinerman
- Mr. & Mrs. Jeff W. Rehhausen
- Jeri B. Ricketts, Ph.D.
- Gerald J. Robinson
- Mr. & Mrs. Thomas T. Robinson III
- Mr. & Mrs. Antonia J. Lingrosso, Sr.
- Dr. Karen Machleit & John R. Phelps, Ph.D.
- Mr. & Mrs. T. J. Mangold
- Prof. Samuel J. Mantel, Jr.
- Brent P. Martini
- Mandi A. Martini
- Dr. & Mrs. Charles H. Matthews
- Dariel McClintosh
- Judith A. H. Kent Merger
- Dr. & Mrs. Juris P. Mezinskis
- Mr. & Mrs. John F. Michel
- Mr. & Mrs. Glenn W. Mierendorf
- Mr. & Mrs. Jerome P. Montopoli
- Mr. & Mrs. John N. Morris
- Kyle R. Neumann
- Mr. & Mrs. E. Owen Newell
- Jeanette K. Nieman
- Clarissa & Brent Niese
- Laura C. Nixon
- Bill O’Gara
- Marilyn Z. Ott
- Mr. & Mrs. John J. Palmer
- Mr. & Mrs. Michael J. Paxton
- Joan G. Peck
- Kenneth Pendry
- Happy R. Perkins & Cherri W. Perkins
- Mr. & Mrs. John W. Radley
- Antonio & Patricia Bagio
- Drs. Amitabh & Anita Raturi
- Margaret P. Reed, Ph.D.
- Robert E. & Christina L. Reinerman
- Mr. & Mrs. Jeff W. Rehhausen
- Jeri B. Ricketts, Ph.D.
- Gerald J. Robinson
- Mr. & Mrs. Thomas T. Robinson III
- Mr. & Mrs. Antonia J. Lingrosso, Sr.
I am hoping a well-funded Career Services program can help our graduates with information and counseling, to plan their careers early on. I also wish to see more graduates outside of the Greater Cincinnati job market to spread the name of our university.

Prudence Huang is currently chief financial officer (CFO) of Citi US Card Securitization in New York City. Her previous roles at Citi include CFO of Citi Global Consumer Bank Hong Kong.
Mr. & Mrs. Matthew F. Klesener
Mr. & Mrs. Stephen J. Klesener
Mr. & Mrs. Stephen J. Klesener
Mr. Robert W. Klesper
Mr. Paul V. Koochly
Mrs. Nancy S. Koenig
Miss Mary A. Koester
Mr. Joseph G. Kohler
Mr. Stephen Koknik
Mr. Thomas J. Kollmann, Jr.
Mr. Daniel J. Konrad
Ms. Leonie A. Lawrence
Ltc. Ronald A. Lauer
Mr. Damien J. Lass
Mr. Melvin E. Larson
Mrs. Doronna G. Lanham
Mr. Robert A. Lamontagne
Mr. James E. Lammert
Mr. Timothy P. Lahey
Mr. Gary E. Lace
Mr. Larry A. Kuhns
Mr. & Mrs. Marcus Kuhn
Mr. John R. Kuhn
Mr. & Mrs. Samuel D. Kuehn
Mrs. Teri G. Krugman
Mr. John J. Kreimer, Jr.
Mr. Jerome D. Kreger
Mr. Michael Kramer
Mr. William D. Kovach
Mr. Walter C. Korn
Mr. Daniel J. Konrad
Mr. Stephan Koknat
Mr. Joseph G. Kohler
Miss Mary A. Koester
Mrs. Nancy S. Koenig
Mr. Paul V. Koehly
Mr. Robert W. Kocher
Dong Ko
Mr. John A. Knock
Mrs. Elaine M. Knock
Mr. & Mrs. Gregory W. Knapp
Mr. & Mrs. Stephen J. Kluesener
Mr. & Mrs. Matthew F. Kluesener
Mrs. Janet H. Leonhardt
Mrs. Roberta Lehman
Mr. Christopher J. Larsen
Mrs. Jean Lee C. Krabacher
Mr. & Mrs. Marcus Kuhn
Mr. John R. Kuhn
Mr. & Mrs. Marcia Kuhn
Mr. Larry A. Kuhs
Mrs. Christine Kurtz
Mr. & Mrs. Mark A. Kurtz
Mr. Thomas Kurtz, Jr.
Mr. Robert Kushner
Mrs. Patricia Luber
Mr. Gary E. Laas
Mr. Timothy P. Lahey
Mr. Robert M. Lamar
Ms. Rita G. Lamberts
Mrs. Cheryl A. Lambert
Mr. James E. Lament
Mr. Robert A. Lamontagne
Mrs. Margaret W. Landen
Mr. & Mrs. Gregory Lange
Doronna G. Lanham
Mr. Michael J. LaPlant
Mrs. Linda S. Larsen &
Mr. Christopher J. Larsen
Mr. Melvin E. Laun
Mr. Andrew Laskey
Mr. Damien J. Lass
Mrs. Peggy A. Laub
Lt. Ronald A. Lauer
Mr. Brian A. Lea
Mr. Robert S. LeBlond
Mr. Arnold G. Lebov
Mr. Craig E. Lee
Mr. David M. Lee
Mrs. Deborah K. Lee
Ms. Erika Lehman
Mr. John E. Lehman & Mrs. Roberta Lehman
Mr. Stanley E. Leimer
Mr. Jason E. Lenihan
Mr. Stephen R. Lench
Ana S. Leonard, Ph.D.
Ms. Colleen E. Leonard
Mr. Daniel C. Leonhardt &
Mrs. Janet H. Leonhardt
Mr. Larry A. Leow
Mr. Stanley M. Levine
Mr. & Mrs. Norman J. Levy
Mr. Robert K. Lewis
Mr. Craig S. Lewis
Mr. Larry D. Lewis
Marianne W. Lewis, Ph.D.
William F. Lewis, Ph.D.
Mr. Thomas E. Lewnard
Mr. Theodore N. Levy III
Mr. Richard D. Lithigut
Mr. Shaw-Lin Lin
Ms. Shu-Chuan Lin
Mr. David C. Lind & Mrs. Mary L. Lind
Mr. Mark F. Lindner
Mr. William N. Linkous
Mr. John A. Linton
Mr. Manuel E. Littman
Ms. Karen Listermann
Mr. Scott H. Litwin
Mrs. Aldora F. Loepp
Mr. Michael Loftus
Mr. Robert P. Loftus & Mrs. Jo Ann Loftus
Mr. Bruce A. Long
Mr. Robert E. Long
Mr. Robert E. Long
Mr. William J. Long, Jr.
Alexandre B. Louch
Mr. Thomas C. Lough
Mr. Glenn J. Lovell
Ms. M. Catherine Lowry
Mr. Aaron J. Lucito
Mr. Richard D. Ludmerer
Lt. Col. & Mrs. Peter Luker
Mr. Howard L. Lutchin
Ms. Mary C. Lukenhaus
Mr. Craig Lutsi
Mr. Michael S. Lykens
Mr. Ronald P. Lynch
Mr. David J. MacArthur
Mr. & Mrs. Donald H. MacBeth
Ms. Sandra H. MacDonell
Mr. & Mrs. James C. Mach, Jr.
Mr. Thomas A. Mack
& Mrs. Suszanne S. Mader
Michael J. Magazine, Ph.D.
Ms. Pamela M. Magnus
Mr. Robert L. Maher
Mrs. Hemiata L. Majjigi
Mr. Craig J. Malbain
Mr. Benjamin D. Mallin, Jr.
Mr. Monie D. Mann
Mrs. Dana L. Manfredi &
Mr. Michael S. Manfredi
Mr. Gerald A. Mangano
Ms. Stephanie M. Mangus
Mrs. Linda M. Mannering
Mr. Husain Mansoor
Dina Mansour-Cole, Ph.D.
Mr. Michael L. Mantel &
Mrs. Susan L. Mantel
Mr. Mark W. Manhey
Mr. & Mrs. Michael J. Marks
Mrs. Joann B. Marksberry
Mr. Linwood R. Marshall &
Mrs. Kimberly J. Marshall
Mrs. Kay L. Martens
Mr. Richard E. Martin
Wayne D. Martin, Ph.D. &
Mrs. Helen L. Martin
Mr. Kenneth J. Martin
Mr. Michael Martir
Mr. Michael J. Mason
Mr. J. Steven Massie
Ms. Tracy Massimine
Suzanne S. Masterson, Ph.D.
Ms. Christy J. Mathews
Mrs. Carol J. Matthews
Mr. Lynn E. Letcher
Mrs. Julie A. Mattlin
Mr. C. Lane Mayer
Mr. Mark A. Mazzone
Mr. Jonathan D. McCann
Mr. William H. McCrary
Mrs. Carol K. McCarty
Mr. William Mccaster
Mr. William H. McClure
Mr. Bruce G. McCombs
Mrs. Susan H. McDord
Mr. Michael J. McCormick
Mr. Patrick McCourt
Ms. Jo H. McCracken
Mr. James G. McCullough
Mr. Roddell McCullough
Mrs. Adele M. McDaniel &
Mr. Dennis E. McDaniel
Mr. John D. McDonald
Mrs. Heidi Kuhn McDonough
& Mrs. Kevin L. McDonough
Ms. Sharon A. McDowell
Sharon McFarland, Ph.D.
Mrs. Lorna J. McGinn
Mr. Kenneth R. McGohan
Ms. Susan A. McGovern
Mr. Robert J. McGraw &
Ms. Marthe T. McGraw
Mr. & Mrs. Sean Y. McGorry
Mr. Frank O. McGuire &
Elaine C. McGuire, Ph.D.
Mr. Michael McGurn
Mr. & Mrs. George M. McIvteen
Mr. Richard H. McKenna
Mr. Drew E. McKenzie
Mr. Thomas B. McKeen
Mr. R. Mick McLaughlin
Mr. Lawrence T. Mccannon
Mr. Gregory C. Mcaulay
Mrs. Michelle L. Mccouy
Ms. Cathleen P. McQueeney
Mr. James S. McReynolds
Mr. James W. McWhurt
Mr. Martin M. Meche
Mr. Norbert J. Mecheley
Ms. Angela Meehan
Raj B. Mehta, Ph.D.
Mr. William A. Meier
Mr. Alvin Z. Meisel
Mr. John P. Meister
Mrs. Sally N. Melcher
Mrs. Julie A. Menchen &
Mr. David H. Menchen
Mr. Rick L. Menefeld
Ms. Johanna B. Meng
Mr. Philip G. Meng
Mr. Scott E. Menker
Mr. Gary J. Menne
Mr. Wayne C. Merek
Mr. Paul B. Merkove
Mr. Gary J. Mervikowski
& Mr. Mark A. Merz
Ms. Barbara S. Metzger
Ms. Kathy M. Meyer
Mr. Kenneth F. Meyer
Mr. Michael J. Meyer
Mr. Stephen L. Meyer
Mr. William Meyer
Ms. Xiaolu P. Meyer
Mr. Gregory W. Meyers
Mr. Breet Hauchad
& Mrs. Lawrence D. Micheli
Dr. Cynthia L. Miglietti
Mr. Christopher P. Miliano
Mr. J. Stuart Mill II
Mr. & Mrs. Steve D. Miller
Mr. Charles D. Miller &
Mrs. Michelle N. Miller
Mrs. Cynthia M. Miller
Mr. Darrell E. Miller
Mr. David L. Miller
Mr. Fred H. Miller
Mr. Gregory R. Miller
& Mrs. Gregory S. Miller
Mr. Jeffrey D. Miller
Ms. Kelly M. Miller
Mr. Mark T. Miller
Mr. Marvin A. Miller &
Mrs. Molly J. Miller
Mr. Michael B. Miller
& Mrs. James D. McCann
Mrs. Patricia Miller
Mr. Robert C. Miller
Dixie L. Mills, Ph.D.
Mr. Ira R. Mills
& Mrs. Akila J. Misali
Mr. Frederick F. Mischler
Mr. Daniel T. Moenkedal
Mr. Matthew T. Mitchell &
Mrs. Ellen L. Mitchell
Mr. & Mrs. Richard A. Mitchell
Mr. & Mrs. T. Mittermeyer
Mrs. Laura A. Mizell
Mr. John S. Mizell
Mr. Robert R. Moeddel &
Mrs. Renee D. Moeddel
Mr. Douglas C. Mohi
Mr. Adam M. Molnar
Mr. Jerome W. Momper
Mr. William E. Montenegro
Mr. Duane C. Montopoli
Col. Ret. William E. Moomaw
& Mr. John M. Moore
Mrs. Virginia Moore
Mr. Brian Moragne
Ms. Karen S. Moran
Mr. William A. Morelli, Sr.
Mr. Martin F. Moritz
Mrs. Jane A. Morris &
Mr. Danny B. Morris
Mr. Jeffrey A. Morris
Mr. George P. Moulton
Mr. Frank J. Moscioni
Steve B. Moser, Ph.D.
Mr. Kevin D. Mosley
Mr. Richard C. Mospens
Mr. David D. Moss
Ms. Teresa R. Mouch
Ms. Nicole E. Mountel
Mr. John T. Mountel
Mr. Thomas E. Mowery
Ms. Linda Y. Moy
Mr. Joseph T. Miramar
Mr. Karen A. Mueller
Mr. Thomas R. Mueller
Mr. Wally M. Mueller &
Mrs. Lauren Mueller
Mrs. Julisa K. Muhsfal
Mr. William J. Mulvihill, Jr.
Ms. Bridgette A. Munafio
Mr. Andrew J. Muntel
Mr. Jay Munz &
& Mrs. Cindy Schaefer-Munz
Mr. Joseph F. Munz
Mr. David F. Muraksa
Mr. Steven E. Munk
Mr. Timothy Murphy
& & Mrs. C. William Murray
Mr. Arun C. Murley
Mr. Steven T. Myers
Mr. Robert C. Mysonhimer
& & Mrs. Richard A. Nadler
Mr. John J. Naegel
Mr. Donald C. Nagel
Ms. Teri B. Nance
Mrs. Laurely C. Nance
& Mrs. Khalid Nazeem
Mr. Robert G. Nason
Mr. Philipp Nassmacher
Mr. J. L. Nave III
Mr. Norman E. Naylor
Mrs. Loretta W. Nazario
Mr. Nicolas E. Neal
Ms. Christine A. Nelson
Mr. Jack D. Nelson
Mr. Edgar G. Nemoff
Mrs. Laurely C. Nance
Ms. Cynthia H. Nesbitt
Mr. James R. Nestor
Mr. William E. Neufeld
Davie & Sue Neumann
Mr. Edward C. Neumann
Mr. Timothy J. Neville
Mr. Dennis R. Newbauer
Mrs. Ann Newberg
Mr. & Mrs. Derron K. Newland
Kenneth Newman, M.D.
Mr. David P. Newland
& Mrs. William L. Neyer
Mrs. Polly A. Nicholas
Mr. Scott E. Nicholas
“Lindner Honors-PLUS is developing the next generation of business leaders with a rigorous curriculum, strong focus on leadership and an international flair. EY consistently recruits Lindner Honors-PLUS students and is proud to support this innovative program focused on producing tomorrow’s leaders,” remarks Paul Green, Partner, Ernst & Young, LLP.
Our threefold mission of teaching, research and service challenges us to strive for academic excellence, while developing professionals with leadership and collaborative capabilities.

With our 21st century vision and a powerful team of partners to help achieve that vision, the UC College of Business provides the competitive advantages every generation needs to succeed.

To learn more about us, visit www.business.uc.edu

Her future is our focus.

As part of an urban, research-based university, the UC College of Business delivers a unique learning laboratory for students and offers numerous partnership possibilities with corporate, private and entrepreneurial enterprises in the community.

In 1993, the Herman Schneider Legacy Society was founded to recognize University of Cincinnati donors whose legacies to educational excellence are realized through the planned gifts they commit to the university. These individuals listed contribute for the college’s future.

Mr. & Mrs. Richard B. Zwelling
Mr. & Mrs. Wesley L. McDonald III
Mr. & Mrs. Edward J. McDonnell III
Robert A. Powers
Mrs. Shirley R. Merke
Kenneth F. Meyer
Robert H. Osborne
Ms. Marilyn Z. Ott
Mr. Douglas L. Pears
Mr. & Mrs. Wesley G. Pells
Mr. & Mrs. Edward W. Ruest
“Everything I am, everything that I have become, I owe to this University, and when they called, I was only too happy to step forward because I owe them.”

—Otto Budig, ’56 (Business), Lindner Award Recipient 2001 convening co-chair, “Proudly Cincinnati”

What makes you proud?
Play a part in UC’s bold plan for the future at www.proudlycincinnati.org