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Change is inevitable. In spring 2009, the University of Cincinnati bid farewell to President Nancy Zimpher, and this summer, I was asked to serve as interim dean following the resignation of Dean Will McIntosh. As in all organizations, individuals come and go, but the university and college must carry on. To this end, we welcome Gregory H. Williams as the 27th president of the University of Cincinnati. Williams brings tremendous experience in and passion for higher education to his leadership role in guiding the university’s vision.

In these exciting times ahead, the faculty, staff and administration of the College of Business will maintain momentum in advancing college goals. We remain focused on our central mission of providing high-quality academic programs to our students as well as sustaining the people who support them. Our top-notch faculty (p. 16) and staff are key to providing world-class teaching, research and excellent student service.

Maintaining and growing our outreach to the business community and other external stakeholders is also vital to our success. The investment and engagement of our Business Advisory Council (p. 9) is essential as we drive our momentum toward a bright future. We will continue to develop synergistic partnerships with forward-thinking organizations and business leaders, such as Kroger (p. 28) and former Procter & Gamble veteran Jim Stengel (p. 32), to further the college’s role of providing thought leadership in our region.

These partnerships are just one important component of helping the college uniquely prepare our next generation of business leaders. Fostering diverse opportunities to develop leadership qualities is another. Many of our students are learning firsthand, acquiring leadership experience in fresh and relevant ways (p. 10) through co-op, international programs and community involvement. They are shaping their own futures like those who came before them—in particular, alumnus Oscar Robertson, who continues to influence not only the business world but the global community (p. 24).

With such strong leadership skills among our internal and external stakeholders, we are well prepared to meet the upcoming challenges by transforming them into opportunities. In the coming months, the college is preparing for the Association to Advance Collegiate Schools of Business (AACSB) reaccreditation in 2010, undertaking curriculum re-design through semester conversion for 2012, and participating in a collegiate re-structuring process that may result in new program offerings. At this critical juncture, we will not only reexamine our learning objectives and course delivery, but we will also determine how to improve learning, facilitate co-op and degree progress, and raise graduation rates. Along with the entire UC community, the college is focused on defining and developing practices that support an inclusive environment. We have appointed a diversity task force, including local and regional business representation, to develop an action plan for this academic year—look for exciting initiatives in this area.

By leveraging our distinctive resources to offer in-demand programs—including post-graduate certificates in key business areas, cross-functional MBA courses in our Carver Woods Blue Ash location and online learning opportunities—the college will build revenue streams that ensure long-term sustainability. Most importantly, we will review and enhance our strategic plan (p. 33) and internal processes. These initiatives will ensure that the college is well positioned for a successful decanal search.

All of this can only happen because of the people who are the heart and soul of the College of Business. As interim dean, I am grateful to have so many committed and engaged faculty and staff willing to meet these challenges and realize the opportunities in them. Moreover, your engagement—extending from hands-on participation to corporate partnerships—is a powerful driving force behind our success. We are indebted to you, our alumni, friends and partners, for your long-standing investment in our mission to deliver the highest quality experiential education to our students.

“We are indebted to you, our alumni, friends and partners, for your long-standing investment in our mission to deliver the highest quality experiential education to our students.”
In spring 2009, the UC College of Business undergraduate accounting program was ranked 10th in the nation by BusinessWeek. The magazine surveyed thousands of business majors at more than 100 schools around the nation to identify the top programs. Students were asked to rate their schools’ specialty areas, including ethics, corporate strategy, business law and sustainability. In addition to this program’s ranking, the College of Business as a whole made the top 100 in BusinessWeek’s ranking of undergraduate programs.

The success of the college’s accounting program lies in a commitment to offering students more than just theoretical knowledge. Accounting, like all College of Business programs, delivers a business education that integrates real-world experience with a state-of-the-art curriculum. Offerings such as co-op placements with top firms and a master’s degree in accounting provide students ample opportunity to tailor their educational experience to suit their desired career path.

The program’s recognition confirms that the College of Business continues to provide students the competitive advantage they need in an ever-changing business environment.
RENOWNED JOURNALIST HEADLINES REAL ESTATE BANQUET

Best known for his investigative journalism during the Watergate incident and for his retrospectives of current political environments, Bob Woodward was the keynote speaker at the 20th Annual Real Estate Program & Center Banquet. Woodward treated guests to an examination of the changes in our society and political climate from Nixon to Obama.

Also that evening, the Real Estate Program presented Jim Hodge of the Kroger Company with the University of Cincinnati Real Estate Program’s Lifetime Achievement Award. Hodge has served as vice president of Kroger Company’s Real Estate Division for over 30 years. The Real Estate Program also honored Gregg Pancero II with the Student of the Year Award. In summer 2009, Pancero completed his finance degree, joining the ranks of College of Business alumni.

ON A WINNING STREAK

For the second year in a row, a team of MBA students from the College of Business won the Association for Corporate Growth (ACG) Cincinnati Cup Case Competition. UC hosted this year’s competition as the winner of last year’s inaugural ACG Cup.

Graduate students Dan Barnett, Jennifer Frankenberg, Tosha Moorer, Mike Neugent and Stephen Toerner presented a superior case analysis of a private equity fund’s acquisition of a privately held apparel designer, distributor and retailer. The group bested teams from runner-up Miami University, third-place University of Dayton and other participants Xavier University and Northern Kentucky University.

Barnett commented, “Participating in the ACG Cup Competition has been an experience that truly defines my MBA career.” The team received $4,000 in scholarship money for their win.

STAR ENTREPRENEURS

The College of Business and the Center for Entrepreneurship Education & Research presented their 11th annual awards honoring excellence in entrepreneurship. The event, “Entrepreneurial Stars on the Square,” highlighted career achievements as well as students with bright futures.

Honorees included:

- **Thomas H. Humes**, Founder & CEO of Great Traditions Land & Development Company, *Lifetime Achievement in Entrepreneurship*
- **Nancy Shellhouse Connor**, Founder of Promark Company, *Award for Entrepreneurial Excellence*
- **Clifford Bailey**, Founder of TechSoft Systems, *Award for Entrepreneurial Excellence*
- **William J. Vanooij**, Professor Emeritus of Chemical and Materials Engineering, *Established Faculty Entrepreneur Achievement Award*
- **Chong H. Ahn**, Professor of Electrical and Computing Engineering, *Emerging Faculty Entrepreneur Achievement Award*

Several students also received scholarships and recognition for achievements in entrepreneurship, helping to bridge the gap between established entrepreneurs and rising stars.

MBA students Stephen Toerner, Jennifer Frankenberg, Dan Barnett, Tosha Moorer and Mike Neugent proudly display the ACG Cup trophy.
In summer 2009, the College of Business provided its own version of an economic stimulus package in the form of the Back to Business program. Designed to bring recently displaced mid-level managers up to date on the latest trends in business, the free mini-course included topics such as business analytics, process improvement and global competitiveness. After 20 four-hour sessions, all 33 participants successfully graduated from the program.

The college offered Back to Business as a free public service, requiring only a $500 deposit that was refunded upon completion of the course. Faculty across disciplines—including Amit Raturi, Jeff Camm, Jens Stephan, Uma Umanath, Rajan Kamath, Chris Allen, Bob Dwyer, Suzanne Masterson, Elaine Hollensbe, Alex Lopes and Raj Mehta—volunteered their time and expertise to the program. “As a business school, we are first movers on public service across the nation,” Raturi commented. “Every member of the team of people that helped achieve this should be mighty proud of it.”

In the last year, the Goering Center for Family & Private Business hired two professionals with years of experience working with family and private businesses. Larry Grypp joined the Goering Center as president in August 2008. His experience in sales, management, business strategy and creating financial services products supports his task of leading strategic growth in support of the center’s mission to help family businesses succeed. In May 2009, Steve Hater was hired as the center’s membership director. He brings with him more than 34 years of experience in all facets of management, most recently as president of Hater Industries from 1999–2008 and a 25-year board member of the same business.

This new leadership brings fresh ideas and excitement to the Goering Center, as it recently celebrated the August 2009 Family Business of the Decade Awards with keynote speaker Matthew Kelly, author of the best-seller The Dream Manager. Gardner Publications was named family business of the decade in the over 100 employees category; Long-Stanton Manufacturing received top honors in the under 100 employees category.

Each year, the Sigma Sigma honorary fraternity bestows the title of “Mr. Bearcat” upon a graduating man who has achieved academic success, demonstrated leadership in diverse settings and contributed to the University of Cincinnati with “Bearcat Spirit.” This year the honor was awarded to Nate Smith, an operations management major at the College of Business, whose many involvements on campus included the UC Wellness Center’s Peer Educator program, RallyCats and even serving as the Bearcat mascot.

Other business students received numerous honors from the UC Department of Athletics, including:

- **Josh Schneider**, Finance ’12, junior swimmer: *Male Athlete of the Year*
- **Kyle Dragan**, Finance ’09, who ran cross country and track: *Male Scholar-Athlete of the Year*
- **Jakub Carda**, IS ’09, of the men’s swimming and diving team: *Jimmy Nippert Award*

“Mr. Bearcat” Nate Smith
BUSINESS TAKES THE STAGE

The 190th UC commencement ceremony saw several accomplishments for College of Business alumni. The featured speaker was Unilever CEO Paul Polman, who earned an MBA in finance/international marketing from the college in 1979. Polman received an Honorary Doctor of Commercial Science. Also receiving an honorary degree was Otto M. Budig Jr., BBA ’56, philanthropist and president/owner of Budco Group. He was presented with an Honorary Doctor of Humane Letters. Budig and Polman are both previous recipients of the Carl H. Lindner Award for Outstanding Business Achievement, in 2001 and 2006, respectively.

During the morning ceremony, business student Ryan Rosenweig delivered the university oration. Rosenweig, a Carl H. Lindner Honors-PLUS scholar and University Honors student, earned his bachelor’s degree in marketing, sustainable urban engineering and design intelligence. He was also one of three students to receive UC’s 2009 Presidential Leadership Medal of Excellence and wear the medal at graduation.

Paul Polman delivers the 190th commencement address. For more on Polman, see Portfolio, 2008.

AN EARLY START ON GIVING BACK

Ashlee Carlisle believes she was “destined to be a Bearcat.” She received her BBA in marketing and international business in June 2009 and says she wants to be one of the first donors in her class. She’s already made her first contribution: as president of the UC senior class, she led the effort to raise $13,000 for the senior class gift: a plaque—the first in a historical marker program—commemorating Charles McMicken and the first college that started the University of Cincinnati.

In addition to her role in student government, Ashlee was president of ADVANCE, a minority professional development organization founded by African-American students at UC, a Marvin P. Kolodzik Business Scholar, Darwin T. Turner Scholar and recipient of numerous other scholarships. She is currently employed with an exclusive European marketing and consulting company based in London.
In Memoriam
The college remembers valued colleagues

Paul Adams, PhD, associate professor of finance, passed away on May 27, 2009. Paul joined the finance department at the University of Cincinnati in 1987 after receiving his PhD in finance from the Ohio State University in 1982 and serving as an assistant professor at the University of Houston. At UC, he conducted research on real estate markets, investments and derivative securities, while teaching the core undergraduate finance course and electives in derivatives, investments and financial institutions. His most recent research (conducted jointly with Finance Professor Brian Kluger) entailed developing and running experimental markets to more closely examine the underpinnings of the foundational models used in finance.

As an educator, Paul was well regarded by many students for his demanding yet caring approach. Steve Slezak, past department head of finance and real estate, recalls, “Paul had such an open and friendly spirit. He was a role model for many students and freely gave his time equally to all students, ranging from those who were struggling to those who couldn’t get enough finance.” Long-time colleague and current Interim Dean Ralph Katerberg notes that “his contributions to the department, the college, the university and the greater academic community were significant and will be missed.”

Paul is survived by his wife, Kathy Beard Adams, and their three children, Matthew, Joshua and Maria.

Elizabeth “Liz” Althea Clayton, records management officer in the Undergraduate Programs Office, passed away on June 12, 2009. Originally from Chicago, Liz earned a Clerk Typist Certificate from Marion College of Business before gaining a Data Entry Certificate from Southwestern College of Business in Cincinnati. Prior to coming to UC in 1985, she worked at University Hospital. For years, she ran the College of Business duplicating center single-handedly, always willing and able to meet the needs of faculty and staff on short notice.

In 1997, as the need for a central duplicating center diminished, Liz transferred to the Undergraduate Programs Office, working her way up to the position of records management officer. “Liz saw records management as a vital part of student services, and she was right,” says Jenn Wiswell, associate director of undergraduate programs. “She really cared about our students and supporting them through their academic journeys. Liz didn’t have a background in student development, but as a mom, she always looked for the teachable moment.” She is also fondly remembered for her love of bingo and her devotion to her two children and three grandchildren.

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‡ new since last update
In my years as a business leader, entrepreneur and member of faculty at the UC College of Business, I have been a student of leadership in my studies and in my practice. With a diverse professional background, I have been able to apply those lessons in both the classroom as a professor, as well as in the “real world” as a business person. In those experiences, I have been continually reinforced in my belief that leadership requires both a clear vision as well as the persistence to see organizations through challenging times.

The University of Cincinnati and our College of Business have been through many changes in the recent past. We have witnessed the transformation of our urban campus. We have celebrated the success of our college’s enhanced reputation, increased enrollment and retention as well as the most academically qualified freshman class ever to enter our program in 2009–2010. We have seen changes in administrations and leaders. Through it all, we continue to strive for greatness and persist in our efforts to achieve it. For that, I am gratified.

This year I am honored to once again provide leadership to the college’s Business Advisory Council as its chairman. I hope you will take the time to read through our roster, as well as about our new members. We are an organization designed to serve our college by providing an external perspective and strategic input on our future. In order to better accomplish our goals, I invite your input on how the college might better serve you, our constituents.

I am very pleased to support Interim Dean Ralph Katerberg in the forward progress of the College of Business, as well as continue the positive momentum established as a college and as a council. I encourage you, our friends and alumni, to join me in advancing that momentum in your own ways by hiring a graduate or co-op student; by advocating for our college in your offices and in your communities; by considering the College of Business for yourself as a place to continue your own education or for a member of your family who is embarking upon his/her college career anew; by making a financial investment in our future.

We are a business college and university on the rise. I appreciate the opportunity to serve the institution I deeply care about, and invite you to come along and share the rewards of involvement with me.

Sincerely,
Tim Johnson, PhD
Chairman, Business Advisory Council
Go out and let your actions speak,” Paul Polman, Unilever CEO and 190th UC Commencement speaker, encouraged spring 2009 graduates. Words to live by not only for those just beginning their professional careers, but for current students as well. “Be leaders in all you do.”

At the UC College of Business, many students are doing just that—most before they graduate. By reaching across campus and around the world, UC business students are demonstrating their leadership skills by creating and embracing diverse learning opportunities.

Lauren Alt, a fourth-year marketing major, began her leadership journey early. As a sophomore, she was a teaching assistant for the freshman Management Skills Practicum course. She guided a group of 17 freshmen through their first year as they learned business basics by studying and working with a local company.

Remembering how difficult it had been to navigate her own freshman year, Lauren let the students know they could contact her for any reason. “It was more than teaching, I was really a mentor,” Lauren recalls.

If she had any doubts about her ability as a mentor, being approached by one of her students to write a letter of recommendation affirmed her value. “It made the experience … more rewarding,” she says.

The experience launched Lauren’s continuing interest in helping fellow students on campus. She branched out to assist students considering a major in business by working with the Major Mentors program through the Center for Exploratory Studies. The center specializes in assisting students with investigating the majors available at UC along with assessment tools that help students to identify their work interests, skills and values.

Lauren recognizes that she has been given many opportunities to be a role model and to influence others. As part of the student group Serve Beyond Cincinnati, she has traveled to Alabama and abroad to Mexico to work on construction sites. Lauren and fellow UC students helped to pour concrete, build bathrooms and install siding and roofing. “I came back with a passion to do something more,” she says.

During the spring and summer 2009 quarters, Lauren focused on sharpening her marketing skills in the cooperative education program. Participating in co-op challenged Lauren to exercise her leadership abilities, earning her a promotion to marketing lead at MurphyCatton, a museum and themed environment fabricator in Walton, Kentucky. She began work at the firm prior to even taking a marketing course. Before long, she landed a hands-on position, which included travel to tradeshows and work with zoos and aquariums across the country.

“I felt important, and it empowered me,” she says. Lauren was even in charge of training fellow business student, Jenna Kline, who graduated in spring 2009. “It was strange at first,” Lauren notes of helping and guiding the older student. However, Lauren learned quickly that she could have a profound impact on other students’ college and career experiences, when Jenna commented on her inspirational work ethic.

Jenna, who is now a marketing associate at MurphyCatton, says Lauren mentored her and taught her the basics of marketing at the company. “The big thing Lauren taught me was Photoshop [image editing software] and graphic design work.” Valued skills necessary as the two worked on organizing the company’s marketing activities and marketing plan.

Lauren is not the only College of Business student learning to mentor her peers. Ed Corbett, a fourth-year Marvin P. Kolodzik Business Scholar pursuing
“You don’t have to have an official title... to make a difference.”
—Max Schneider
a bachelor’s of science in industrial management (BSIM), also spends time sharing his knowledge. An initial internship at Great American Insurance Company has transformed into a part-time position in which Ed works on databases and trains co-op students from UC and other institutions. “It’s given me a lot of opportunity to learn things that I wouldn’t have learned anywhere else,” he says.

On campus, Ed translates his on-the-job training expertise into tutoring UC student athletes in economics, mathematics, accounting and statistics. The nature of his BSIM program, which is engineering-based and incorporates more math and science than the traditional business degree, allows Ed to collaborate easily with students from other disciplines.

In December 2008, he strengthened his cross-disciplinary skills on a trip to India with students from the McMicken College of Arts and Sciences, the College of Engineering, the College of Design, Architecture, Art, and Planning and the College of Business Carl H. Lindner Honors-PLUS program. Among so many different students, Ed found himself networking—a skill that he is continually developing. “On the trip to India I was forced to mingle. I found out it wasn’t as bad as I used to think,” he says.

The goal of the trip was to test water quality and explore what types of systems, such as water pumps and filters, were being used in the villages of Ranapur, Sakarda and Rozam. Although it was a chance to build relationships with fellow students, it was also an eye-opening lesson regarding making assumptions while organizing the project.

“We didn’t really know what they had, so we had a plan of what we wanted to do when we got there,” Ed explains. When the students arrived, they found what they had prepared for was already being enacted. “We kind of had to double back,” he says. However, it was not a wasted effort. Upon his return home, Ed worked with a group of students from the trip and some environmental studies majors to write an 84-page paper on their findings to pass along to the students going on the following trip. The recommendations and results were also detailed in a poster session at the Council of Supply Chain Management Professionals conference in September 2009. Ed’s performance in and out of the classroom prompted faculty to select him to attend this prestigious global conference—an invitation-only event, with only 50 students nationwide attending.

In addition to developing strong leadership skills, both Lauren and Ed have

“I felt important and it empowered me.”
—Lauren Alt
learned much through their experiences traveling abroad—they share an appreciation for the global perspectives gained only by leaving their home country. Unbeknownst to these students, they have been living out the “higher sense of ethics and responsibility” that Polman promoted in his commencement speech as ethical leadership.

Junior accounting major Max Schneider has also experienced the profound impact that international travel can have. “I think that the biggest lesson that I’ve taken out of traveling,” Max says, “is learning how to see life through somebody else’s eyes and being able to understand somebody’s perspective and realize that everybody has their own view on things. Nobody can say that one person is right and one person is wrong because it’s each individual’s own truth.”

After traveling to El Salvador, Mexico, Nicaragua and Europe, Max, a Carl H. Lindner Honors-PLUS scholar, thinks he may have settled on a major in international business with a possible minor in Spanish. (He jokes that he has changed his major five times.) Ultimately, he feels that his travel and education will combine to help him with his next pursuit to study law and to continue humanitarian work.

Like Lauren, Max has traveled as part of Serve Beyond Cincinnati. Max’s trip over the summer to Costa Rica came after a long road of learning and determination. “It was an idea that was kind of being whispered about in my fraternity,” he says. Max, with three previous mission trips as credentials, was soon in charge of making the service trip for the Pi Kappa Alpha fraternity a reality. From creating an application to fundraising $18,000 with sorority members of Kappa Alpha Theta, Max says the entire process was a learning experience.

“It was a pretty big effort,” he recalls. “I didn’t realize how many hoops we’d have to go through and the hurdles that there would be.” One of those hurdles was figuring out how to allow donations to be tax deductible. Max says the staff of the Lindner Honors-PLUS program was instrumental in negotiating that barrier. “[There were] a lot of issues and so much work that had to go on behind the scenes. It really taught me a lot about leadership.” Max hopes that his groundwork will pay off and the service trip to Costa Rica will continue as a new tradition for his fraternity.

During the trip, he assumed an unexpected role overseeing the project and coordinating 18 students. “I felt more like a
dad than I did a friend," he says. "It was quite
the task to keep an eye on everybody."

Organizing the trip was a chance to
explore a different avenue of leadership
than Max had experienced as student body
president at St. Xavier High School.

"I wanted to do things that I wanted to
do, like lead this mission trip, where I get to
set my own rules and set the terms, and do
it how I think it can best be done," he says.
"That was probably the coolest experience
I’ve had with mission trips, just because it
was something I saw through from the very
get-go until we raised $18,000, went on the
trip, and came back home."

Mentoring and traveling abroad have
shown all three students what they have to
gain through collaboration and stepping
into another world.

"It’s way out of my comfort zone because
I’d never left the country before," Ed says of the
trip to India. It will not be his last trip: he plans
to be in the Galapagos Islands for a field study
on bio-diversity over the winter 2009 break.

Lauren loves the vulnerability that comes
with submerging herself in a new culture.
"It’s always character building," she says. "I
feel like I’ve grown stronger when I return."
She is looking forward to the insight she will
gain from the faculty and students during her
fall 2009 study abroad in Linz, Austria, and
the prospect of sharing that knowledge with
others when she is back at UC.

Max’s first-hand awareness of poverty
in other countries has given him insight
on what he values. "Things that seem to
be so important and so essential…really
are pretty miniscule in the big scheme of
things," he notes of his experiences.

Lauren, Ed and Max have each created
opportunities for themselves to grow
beyond the boundaries of traditional
student leadership roles. They truly
embody Polman’s commencement speech
call to action, but also his more personal
philosophy. "You can achieve anything you
want if you are passionate about it," Polman
told Portfolio in the last issue. "And you can
do well by doing good."

Max displays this attitude commenting
on his Costa Rica experience. "You don’t
have to have an official title or an official
position to make a difference and to make
something happen. It’s just about having
the will within yourself to go out and do it."

Shari Coffey is a senior academic advisor at
the College of Business.
When Srikanth Rajamani stepped to the front of the lab section of Introduction to Information Systems, thirty Carl H. Lindner Honors-PLUS students stared expectantly at him. As a first-year graduate student and teaching assistant in the College of Business Master of Science in Information Systems (MS-IS) program, Srikanth knew he had his work cut out for him. “I had to gain their faith in the initial phase of teaching,” he says. Before long, he was looking forward to class each week and the opportunity to instruct this exceptional group. “It was an absolute pleasure teaching the honors students,” he recalls. “I was amazed by their quality and passion.”

Initially attracted to UC because of the MS-IS program’s popularity, flexibility and excellent faculty, Srikanth was impressed with the extent of faculty engagement outside, as well as inside, the classroom. “[The faculty] have been of immense help to me from the time I first learned about UC until I arrived,” he recalls. “I felt responsible to give the same kind of support and help [to other MS-IS students].”

In addition to his teaching duties, Srikanth provides information and assistance to prospective and incoming students via edulix.com, an online forum that he describes as “the touch-point between the universities in the U.S. and students in Asian and African countries.” At the site, Srikanth answers questions about everything from the UC information systems program to student life in Cincinnati.

The IS department greatly appreciates Srikanth’s work as an online representative and recently nominated him for the Outstanding International Graduate Student Award. “He has earned a reputation in the online communities as a person who is friendly, helpful, and fair forging bridges between our program and students worldwide,” says Alex Lopes, assistant professor and MS-IS program director.

Online and offline, Srikanth praises the MS-IS program for including course material that is directly relevant to today’s business world. He appreciates that the program prepares students for the pressures of the workplace. “The IS program is extremely challenging and pushes you to the limit in terms of academic coursework,” he explains. “This kind of pressure is something that one would expect in corporate life.”

Srikanth is no stranger to real-world business. He gained two years of work experience before coming to UC with Infosys Technologies Limited in Bangalore, India, where he worked as a software engineer on projects for companies such as Mitsubishi and BMW.

Currently, he is putting his graduate coursework into practice by completing a Business Processes and Solutions group internship in Philadelphia with SAP America. The internship is helping him explore his future career goals—he plans to work as a business analyst after graduation in March 2010—and is exposing him to the cultural differences between working in the U.S. and India. “There are so many people who are ready to help you, and these people are experts in what they do,” he notes.

Lopes looks forward to having Srikanth in class for one more quarter: “He is inquisitive but highly respectful, asking probing questions that bring new insights to lectures.”

For Srikanth, his time in the classroom at UC has been invaluable. “When the MS-IS department says the courses are industry-oriented, they really mean it!”

Lisa Groh, MA Eng ’09, is a college relations assistant in the College of Business.
For UC College of Business faculty, the learning experience extends far beyond the classroom. To stay relevant in a rapidly changing business world, faculty members are consulting with outside firms, taking sabbaticals and holding visiting professorships at top-ranked universities. It’s all part and parcel of putting UC faculty—and by extension UC students—at the forefront of business.
Innovative faculty pursue unique experiences that not only provide professional challenges and fulfillment, but also benefit UC students in meaningful ways. That is what places the faculty of the College of Business in a leadership role in academia, in Cincinnati and in the business world.

Marianne Lewis, interim associate dean and management professor, is one of several business faculty members who have consulted, taught and/or researched outside of UC. Lewis took a year-long sabbatical to pursue an international opportunity. She partnered with a co-author from London to examine how top product design firms manage ongoing innovation, seeking lessons that could inspire more traditional industries. Their findings, which have been published in three international journals, suggest that leading design firms are adept at working paradoxically—thinking in terms of art and business, leveraging passion and discipline—to benefit their clients and push technology.

“I find that kind of opportunity energizing. It gets me excited and fuels my efforts to stay on the cutting edge of business,” says Lewis. “It’s easy to get stagnant without those kinds of experiences.”

Similar benefits to students can come from outside consulting work. Assistant Marketing Professor Inigo Arroniz—who has worked with Kraft to develop decision models for selecting the packaging and ingredient suppliers that will best support innovation—says, “I think from a teaching side, consulting is phenomenal; I don’t see a downside. It makes the learning experience much more real for the students.”

However, students aren’t the only beneficiaries of research and consulting. Arroniz sees a two-way learning relationship between the research and consulting work done by many professors and the business community. “In academia, we are two degrees of separation from the trenches,” he says. “If you talk to people in business, they don’t really know what is going on in academia, while we as researchers sometimes present ideas that won’t work in the business world. Consulting can bridge that gap.”

Another positive outcome of the outstanding research and consulting of UC faculty is the cache it brings to the university. One individual helping bring UC to the forefront is James Evans, professor of quantitative analysis and operations management and director of UC’s Center for Performance Excellence. From 1994 to 2007, Evans served as either an examiner or a judge for the Malcolm Baldrige National Quality Award, given by the president of the United States to business, education, health care and nonprofit organizations that are judged to be outstanding in seven quality areas, including leadership, customer focus and business results.

Because of his expertise with the Baldrige Award, he was invited by the city of Ningbo and Shandong Province in China to lecture and advise for their local quality award programs. “It certainly brings recognition to UC,” said Evans. “It gets our name out there.” Evans’ experience has also had a practical impact on his students. Students of his 2009 MBA class, Managing for Quality and High Performance, assisted Christ Hospital in beginning the Baldrige process.

To further enhance UC’s academic prestige, some faculty members pursue relationships with other educational institutions. This kind of “cross-pollination” also allows UC faculty—and visiting faculty—to share their experiences and learn something new. For example, Steve Slezak,
past head of UC's finance department, began a term this fall as a visiting professor at the University of Michigan conducting research and teaching both undergraduates and MBAs.

Slezak was excited by the opportunity to interact with thought leaders in his field. "A number of people at Michigan are well regarded and state of the art in the areas that I work in," he says. "To be able to bounce ideas off each other in the halls and at lunch is extremely important to the creative process of research and teaching."

While these relationships are obviously personally rewarding, Slezak also sees the potential for huge benefits for UC. "The greater the opportunity to work with other people, the greater the chance of obtaining new ideas and practical experiences that will allow the College of Business at UC to better serve the specific needs of its constituents."

Some faculty pursue visiting professorships for the same experience. Shaun Bond, associate professor of real estate, recently left Cambridge University to join the UC faculty. In his career, Bond has used visiting professorships to broaden his knowledge and skill set. "I saw an opportunity to develop more of an understanding of the U.S. markets and how they work, and I was able to develop research partnerships in the U.S.," he says. Bond values these experiences not only for the chance to learn something new, but also for how they can positively impact his home school.

"It helps to see the research being done at other institutions," he adds. "By visiting, you see other methods and topics and you can incorporate the best features of what you see into your home institution."

Lewis concurs, adding, "An indirect benefit of working with my co-authors is that I get a feel for how they do things at their colleges and universities. We might be working on research, but things come up all the time where we get to share teaching and student service-related activities. It is interesting to get different perspectives on everything from how to help your students in the classroom to [how to help] them outside the classroom."

Whether conducting research, consulting with top companies or pursuing visiting professorships, UC faculty members are finding innovative ways to distinguish UC throughout the academic and corporate world. And by bridging the gap between classroom and boardroom, UC faculty are helping shape the next generation of business leaders.

Geoff Wiswell, MBA '08, is a Cincinnati-based commercial loan specialist with Fifth Third Bank and a freelance writer.
"Translational research" is the new sweetheart expression of the tech world. It acts as a go-between linking the chemist at the bench and the doctor in the practice, bridging fundamental, theoretical research and the applications that affect our everyday lives.

In other words, it “makes the theory useful," says Craig Froehle, Ph.D., associate professor of operations management. In the same way, the Quantitative Analysis and Operations Management (QAOM) Department in the UC College of Business acts as a bridge between the bench and practice, between the research and the results, between academia and industry.

Some might expect a consultant to play that role, Froehle says, but what consultants often do best is take “an idea, brand it, package it and mass-produce it.”

“We’re good partners with industry," Froehle says. Froehle not only walks the talk, he helps company partners walk their talks even better. In 2006, he helped radiology doctors at Cincinnati Children’s Hospital Medical Center develop a new method of triage, thus reducing wait times for radiology patients and resulting in better quality of care. (AMICAS, a leader in radiology and medical image and information management solutions, acquired the exclusive licensing and worldwide distribution rights to RadStream.)

The academic approach that departments such as QAOM take is to apply academic rigor and find the best solution, not necessarily the “same” process with slightly different elements.

“We apply rigorous methodology with a knowledge of the theory behind it,” says Froehle. “We are a bunch of PhDs constantly keeping up with new developments.

We attack novel problems, usually with novel solutions, whereas consultants tend to want to use the same methods they’ve used before.”

Froehle says that even things like Six Sigma are examples of where consultants communicate and rely on a package of ideas, but the ideas came from industry or from academia.

“That tedium is what led me to academia in the first place,” Froehle adds. When he first met Jeff Camm, head of the QAOM department, he expressed to Camm some of the frustrations of being a consultant, asking him about developing generalizable solutions to these common problems.

“That’s called ‘research,’” he remembers Camm saying. “That’s what we [faculty] do.” QAOM has faculty involved in high-end research. Many in the department enjoy “focusing on the concepts and theories that we employ that actually make a difference.”

That’s one thing that distinguishes QAOM from other similar departments across the country. They publish in Management Science, they edit some of the major journals in their field—they are academically engaged at the highest levels.

“It runs a bullet through the old saw of ‘those who can, do; those who can’t, teach,’” says Froehle.

But then there’s the applied, pragmatic side. QAOM faculty members work with military. They are also heavily involved in collaboration and consulting with a variety of different industries and have written many of the textbooks used by other universities.

Froehle says they then bring experience, research and results into the classroom with students benefiting from illustrative examples and anecdotes taken from the faculty’s work with industry.

Now, Froehle, through a joint faculty appointment at Cincinnati Children’s Hospital, works with physicians every day to bring operational concepts and theory to practice. Improving the availability, quality and cost-effectiveness of care is an objective he shares with his industry collaborators.

“We are clearly concerned with making things work better in many fields,” says Froehle. “One foot in each realm—theory and practice—makes for a strong foundation for getting students ramped up for both academia and the real world.”

Wendy Beckman is a UC public information officer and the author of five books.
Inigo Arroniz, assistant professor of marketing, was awarded the 2009 Daniel J. Westerbeck Junior Faculty Graduate Teaching Award. The award recognizes excellence in graduate-level teaching and commends a junior faculty member’s commitment to graduate teaching and student learning. In the past year Arroniz taught courses at the graduate level in product management and a PhD seminar in marketing modeling.

James Evans, professor of quantitative analysis and operations management and director of the Center for Performance Excellence, has been appointed to chair the Panel of Judges for the Alaska Performance Excellence (APEX) award.

APEX is a state quality award patterned after the Malcolm Baldrige National Quality Award (MDNQA). Evans has extensive volunteer experience in serving the Baldrige program for 11 years as an Examiner, Senior Examiner, Alumni Examiner and on the national Panel of Judges. He is a judge for the Ohio Award for Excellence and has also served as a judge for the U.S. Army Communities of Excellence Award.

Craig Froehle, associate professor of quantitative analysis and operations management, and his co-author were honored with the “Most Influential Paper” award at the 2009 international conference of the Production and Operations Management Society. Froehle and Scott Sampson, of Brigham Young University, published their paper, “Foundations and Implications of a Proposed Unified Services Theory,” in 2006 in the premier journal, Production and Operations Management. The award recognizes the paper as having

FACULTY PUBLICATIONS


the broadest influence on the field of service operations management among all recently published scholarly articles. Their paper examines the various perspectives by which service operations are differentiated from those of other industries, such as manufacturing. The paper then proposes a new theory that defines services based on the presence of customer inputs in the production process. Despite being published recently, Froehle and Sampson’s paper has already been widely cited by researchers in a variety of fields.

Michael Fry, associate professor of quantitative analysis and operations management, spent the 2009-2010 academic year as visiting associate professor in The Johnson School at Cornell University. While on leave from UC, Fry worked with faculty in The Johnson School and the School of Operations Research and Information Engineering at Cornell on a variety of research projects. He taught courses on supply chain management, logistics and manufacturing strategy in the full-time MBA program and the Executive-MBA program for The Johnson School.

David Kelton, professor of quantitative analysis and operations management, was hosted by Colonel Altan Özkul of the Turkish Army and Professor Veyes İsler of the Middle East Technical University’s Department of Computer Engineering. The mission was to explore new challenges in the modeling and simulation environment, especially in military applications. In addition, Kelton visited Meteksan Defence Industry, part of the research-park spinoffs of Bilkent University in Ankara, where he reviewed their simulation software for naval operations. The trip was in conjunction with the Turkish Military Academy and the Turkish Armed Forces, and was funded by the NATO Research and Technology Office in Paris.

Yong H. Kim, professor of finance, was invited to serve as a member of Shadow Financial and Banking Regulatory Committee (SFBRC) of Korea. The SFBRC provides regulatory and policy recommendations on critical issues of financial and banking policies concerning the stability as well as dynamic growth of Korean economy. Kim was also invited to serve as a columnist for the Business Daily and was invited to deliver a keynote lecture: “Fifty Years of Business Education in Korea: Retrospect and Prospect” at his undergraduate alma mater, Soongsil University.

The quantitative analysis and operations management department was selected by

Ric Sweeney, field service instructor of marketing, was awarded the Hugh G. Wales Faculty Advisor of the Year award, presented by the American Marketing Association’s Collegiate Chapters Council. This award was announced as part of the AMA International Collegiate Conference. Selection was by a panel of student judges from over 200 Faculty Advisors of AMA Collegiate Chapters. Sweeney was also honored with the inaugural Outstanding Faculty Award presented by Pi Kappa Alpha and Beta Theta Pi fraternities. Leaders of the fraternities commended Sweeney for “consistently achieving as a member of the UC community, both in and outside the classroom, and leaving a significant impact on the members of both these great fraternal organizations.” Sweeney was also awarded with the Michael L. Dean Excellence in Classroom Education and Learning (EXCEL) Undergraduate Teaching Award. The award was established to honor individuals for outstanding teaching of undergraduate students.

INFORMS as a member of the prestigious Franz Edelman Academy. Membership of the academy represents 37 years of extraordinary contribution to society through the innovative application of analytical decision making in business. UC was inducted in 1996 for its work with P&G, and during the INFORMS Practice Meeting held in Phoenix in the spring 2009, UC was again recognized for its work with the U.S. Environmental Protection Agency. Members of the Edelman Academy are primarily companies such as Ford Motor Company, Hewlett-Packard and United Airlines. UC joins a limited number of universities who have been inducted into the academy, including Stanford, Princeton, MIT, North Carolina, and Michigan.

Michael Magazine, Inigo Arroniz, Phyllis Trosper Service Excellence Award Winner Judy Magazine, Ric Sweeney and Steve Slezak (left to right) each received 2009 College of Business awards.

Michael Magazine, professor and Ohio Eminent Scholar in quantitative analysis and operations management and PhD coordinator, was awarded the Michael L. Dean Excellence in Classroom Education and Learning (EXCEL) Graduate Teaching Award. The award was established by Dr. Michael L. Dean to recognize a faculty member who challenges students to meet high standards, demonstrates a command of the discipline, delivers content in a dynamic, stimulating format, is always available for clarification and extra help, provides added value outside the classroom setting and shares expertise and knowledge that has application in the workplace.

Steve Slezak, associate professor and department head of finance, was awarded the 2009 Harold J. Grilliot Award for Exemplary Service to Undergraduate Organizations. The Grilliot Award is given each year to a College of Business faculty member who has performed extraordinary service to students and student organizations and has advanced good relations between students and faculty. This past year Slezak served as the faculty advisor for the Finance Club, as well as Alpha Kappa Psi.

Jens Stephan, professor and department head of accounting, has retired following a 25-year teaching career, two decades of which were here at UC. Stephan has had articles and research published in leading accounting and finance journals such as the Journal of Finance, Journal of Accounting Research and the Journal of Accountancy. He has taught classes at every level, from undergraduate to graduate in several accounting topics. Stephan has won many teaching awards including the Ronald J. Dornoff Fellow of Teaching Excellence in 2001. His contributions to the growth and development of the College of Business are numerous and enduring.
FACULTY EDITORIAL POSITIONS

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

EDITOR
Timothy Sale  Advances in Accounting Incorporating Advances in International Accounting

SENIOR EDITOR
Roger Chiang  The DATA BASE for Advances in Information Systems
Craig Froehle  Production & Operations Management Journal

MANAGING EDITOR
Yong Kim  Information Exchange for Korean American Scholars

AREA EDITOR
David Kelton  INFORMS Journal on Computing
David Rogers  INFORMS Transactions on Education

ASSOCIATE EDITOR
Jeffrey Camm  INFORMS Transactions on Education
Roger Chiang  International Journal of Intelligent Systems in Accounting, Finance and Management
Journal of Database Management
MIS Quarterly

Vivek Choudhury  IEEE Transactions on Engineering Management
Information Systems Research
Frank Kardes  Journal of Consumer Research
Yong Kim  International Journal of Finance
Dong-Gil Ko  International Conference on Information Systems
Michael Magazine  IEEE Transactions on Engineering Management
International Journal of Production Research

Yan Yu  Journal of American Statistical Association
Statistica Sinica

GUEST EDITOR
Craig Froehle  Production & Operations Management Journal

EDITORIAL REVIEW AND ADVISORY BOARDS
Chris Allen  Journal of Advertising
Journal of Consumer Psychology
Journal of Consumer Research
Shaun Bond  International Journal of Housing Markets and Analysis
Journal of Property Research
Roger Chiang  International Journal of Intelligent Information Technologies
Andrea Dixon  Journal of Marketing Theory and Practice
Journal of Personal Selling and Sales Management
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
James Evans  Benchmarking: An International Journal
INFORMS Transactions on Education

James Evans  International Journal of Process Management and Benchmarking
International Journal of Quality Science
International Journal of Services and Operations Management
Production and Inventory Management Journal

Craig Froehle  Manufacturing and Service Operations Management
Decision Sciences

Michael Fry  Journal of Quantitative Analysis in Sports

Lawrence Gales  Journal of Engineering Technology and Management
John Glascock  International Journal of Managerial Finance
Journal of Real Estate Finance and Economics
The Singapore Real Estate Times

Frank Kardes  International Journal of Research in Marketing
Journal of Consumer Psychology
Journal of Consumer Research
Marketing Letters

James Kellaris  Christian Business Academy Review
Psychology & Marketing

David Kelton  ACM Transactions of Modeling and Computer Simulation
INFORMS Journal on Computing
International Journal of Simulation Modeling
National Science Foundation
Production and Operations Management
Supply Chain Management: An International Journal

Brian Kluger  International Journal of Behavioral Finance

Yong Kim  Corporate Finance Review
Credit and Financial Management Review
Global Finance Journal

Ana Leonard  Gender and Diversity in Organizations
Journal of Management Studies

Alexandre Lopes  FACEF Pesquisa

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

Charles Matthews  Journal of Small Business Management

Uday Rao  Interfaces
International Journal of Inventory Research
Production and Operations Research

Amit Raturi  Journal of Operations Management
Production and Operations Management Journal

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

M. Ann Welsh  Journal of Management Spirituality and Religion
Management Learning

B.J. Zirger  IEEE Transactions in Engineering Management
ALUMNI PROFILE

With His Knack for Leadership, Oscar Robertson Finds the Keys to Success On—and Off—the Court

BY WENDY BECKMAN AND JENNY S. REISING
The triple-double. Player of the century. The “Oscar Robertson Rule.” Think of “The Big O”—basketball great and University of Cincinnati alumnus Oscar Robertson—and these are just a few of the accomplishments that come to mind. But Robertson’s off-court leadership and business success are what have continued to set him apart from the rest of the playing field.

Robertson serves as CEO of five companies, including Oscar Robertson Solutions, LLC, Oscar Robertson Foods, Inc., Oscar Robertson Document Management Solutions, and Orchem Corporation, all in Fairfield, Ohio, and Oscar Robertson Media Ventures in Los Angeles. In recognition of his business leadership, the Center for Entrepreneurship Education and Research at UC presented him with the Lifetime Achievement Award for Entrepreneurship in May 2008.
A LIFE OF LEADERSHIP

Finding success on and off the basketball court takes hard work, a strong team, improvisation and discipline—lessons that Robertson learned early on while playing for the basketball team at Crispus Attucks High School in Indianapolis. “The coach was strict and set up the rules,” Robertson recalls with a smile. “He said, ‘If you don’t come to class, you’re off the team. If you don’t get good grades, you’re off the team. If you do anything off the court to embarrass the school, you’re off the team.’ So I think that being involved in sports means being structured in life.”

Robertson, who graduated in the top 10 percent of his high school class, carried these lessons with him to UC, where he led the Bearcats to the Final Four in his junior and senior seasons. He was also the first player to lead the NCAA in scoring for three consecutive seasons and win consensus player of the year honors three times.

After graduating with a bachelor’s degree in business administration, Robertson took his leadership skills to the Olympics, where he co-captained the gold medal-winning basketball team in 1960 along with Jerry West. In his second NBA season, he averaged the first and only triple double (30.8 points per game, 12.5 rebounds and 11.4 assists) in NBA history—before three-point shots existed.

As president of the NBA Players Association (1965–1974), Robertson made a lasting impact on the game by leading a class-action antitrust lawsuit against the NBA in 1970. He forever changed the business of all professional sports with the 1976 “Oscar Robertson Rule,” which removed restrictions on player movement imposed by the league’s master agreement with its players, and elevated the salaries of star athletes to that of stars in the entertainment world.

But Robertson paid a personal price for his actions. “After I got out of basketball, I was not able to participate in basketball at all,” Robertson says. Once he retired from the sport, he was “blacklisted” by NBA owners and has never been asked to coach or manage a team. But the basketball great did not let this setback keep him from achieving business success. He simply used his well-honed leadership skills to start his own small business.

THE KEYS TO BUSINESS SUCCESS

“Sometimes in life, you have to evolve,” Robertson says. After initial forays into construction, real estate development and banking, he has found his niche in small, carefully chosen businesses. For example, Orchem Corporation is a leader in the “green” movement and in the fight against infectious diseases. It’s also the leading minority-owned specialty chemicals manufacturer in the U.S.

Robertson explains what piqued his interest in a scientific company.

“I first got involved because in high school, kids were playing on football fields that were infested with disease,” he says. “Especially in fields with artificial turf, the infection never goes away, and the schools don’t want to take responsibility if a kid gets hurt playing football. I got involved in this company because I wanted to make sure they neutralize the fields.”

Today, Orchem is garnering national attention for its introduction of Spectrum 24, a broad-spectrum antimicrobial, antifungal and antiviral disinfectant that can provide up to 24-hour residual effectiveness. It is particularly timely in light of the H1N1 epidemic.

But Robertson is modest about his company’s achievements, having learned through trial and error that success does not happen overnight. “We’re not setting the world on fire because it’s very difficult to do, especially in today’s economy,” he says. “But we’re holding our own.”

HELPING OTHERS GET IN THE GAME

As for other entrepreneurs looking to start their own businesses, Robertson has some words of advice. “Success comes from using other people’s money, not your own. So try to get people to invest in your company,” he says. He also emphasizes patience as a virtue, cautioning entrepreneurs not to expect to hit a home run every time and to be wary of quick returns on investment. “People today want their money back instantly. But my attorney always told me if you can get 7 or 10 percent back on your investment, wonderful; if you start getting 15 or 25 percent back, don’t do it,” Robertson explains. “And I found out that he’s right.”

Robertson also encourages students to travel abroad to develop leadership skills and learn how to work with people from other cultures. On a personal note, his art collection, which consists of many pieces he’s collected during his travels around the world, reflects his own appreciation of other cultures.

Although Robertson takes pride in what he has achieved on and off the court, he also feels it’s important to give back. One way is through fundraising for UC. He and his wife, Yvonne, BS ’56, serve as co-chairs of UC’s $1 billion Proudly Cincinnati capital campaign. And the couple’s Oscar and Yvonne Robertson Scholarship Fund at UC grants three scholarships annually. The Oscar and Yvonne Robertson Urban Education Scholarship is awarded to an undergraduate student from the College of Education, Criminal Justice and Human Services who plans to teach in urban schools. The Oscar and Yvonne Robertson Founders Scholarship is given to a student from the Cincinnatus Scholarship competition. And the Oscar and Yvonne Robertson Incentive Scholarship is awarded to an incoming student in any program who has financial need and a minimum 2.8 grade point average.

CELEBRATING SUCCESS

In September 2009, Robertson was inducted into the International Basketball Federation Hall of Fame in Madrid. And in 2010, he’ll have much to celebrate: the 50th anniversary of the NCAA championship, the 50th anniversary of his graduation from UC, the gold anniversary of his Olympic gold medal, and his golden wedding anniversary with Yvonne. For Robertson, whose leadership skills and hard work have led him to multiple achievements in sports, business and life, the future promises to bring continued success.

Wendy Beckman is a UC public information officer and the author of five books; Jenny S. Reising is a Cincinnati-based writer and editor.
“...in life, you have to evolve.”
DEVELOPING

Partnership with Retail Giant Kroger Positions College as Leader in Corporate Information Systems Education

BY LISA GROH

The idea had been in the works for a while. A partnership between Kroger, whose employees possessed valuable knowledge of the company, and the UC College of Business, whose professors had the expertise to bring those employees to the top of the information systems game. Kroger employees had long benefited from the college’s past executive education programs, but it wasn’t until Joe Ivey, enterprise architecture director at Kroger, and Vivek Choudhury, department head of information systems (IS) at the college, met to discuss specific needs that the Kroger Technology Academy was born.

“Ultimately, as it often happens, the right person at Kroger came together with the right person from the College of Business and we made it happen,” Choudhury recalls. “Joe Ivey knew exactly what Kroger needed, and I was able to tell him exactly what we could offer.”

IDENTIFYING A SPECIFIC NEED

In 2005, Chris Hjelm joined Kroger as vice president and chief information officer. Hjelm wanted to ensure that the company remained up to date with the latest technology. As such, he implemented a company-wide move to service-oriented architecture (SOA), a computing philosophy that encourages the design of services in such a way that they can be reused and combined in a range of applications.

Kroger had a wide variety of employees—some who had been with the company for 25 to 30 years, and others who had joined within the past decade. But what all these employees had in common was a wealth of institutional knowledge that Kroger did not want to lose. “They just needed the skills to be more effective in the new Kroger technical world,” Choudhury notes.

The College of Business had the solution. Instead of just basic training in SOA, Kroger employees attended a year-long course customized to the specific applications of the technology within their company. In the first year, 20 students received a complete educational experience centered on IS foundations and web development. That first incarnation of the multi-year partnership between Kroger and the college was known as the Kroger Web Academy.

CREATING A CUSTOM SOLUTION

By the second year, Kroger was so pleased with the partnership that they wanted to expand the program. Web developers were not the only ones who needed to
understand the technology; managers and project architects needed to be able to have meaningful conversations about SOA as well. “The first year of the program focused more on the technical aspects,” explains Kieu Nguyen of Kroger’s human resources department, who oversees Information Systems & Services Leadership Development. “When we decided that we would like to have a leadership track, the College of Business immediately said, ‘What can we do to help?’ They were very open to the idea and provided several recommendations.”

With input from IS and management department faculty, the program expanded into the Kroger Technology Academy. Although it no longer focused solely on web development, the 28-week program still began with an overview of SOA and the underlying technology.

Then, the program diverged into three tracks. Employees in the first track completed the same coursework as the first year’s group. The second track involved leadership training from management department faculty. The third track was managed by Kroger and trained participants to become project architects, a type of project management role specific to Kroger.

Each piece of the program—web development, database management and leadership—is taught by different College of Business faculty and Kroger experts. “It’s like a mini-master’s [degree], with expertise in multiple disciplines customized to their needs,” Choudhury explains.

After 12 weeks of specialized coursework, the students came together again for the graduation ceremony in July 2009, during which participants from each track presented what they had learned.

Thanks to the multiple tracks offered by the program, each group had gained the knowledge they needed to enhance their specific role within Kroger. Not only did the Technology Academy provide the exact training these employees needed, it was also completely customized to Kroger. Examples were taken from real Kroger situations, and speakers included Kroger employees who showed Tech Academy students the specific details of how to implement new knowledge on the job.

Despite the success of the current model, organizers will likely implement revisions before next year to further the success of the program. The program’s flexibility—and the two-way communication between Kroger and the college in each stage of development—is one of its major benefits. “This is a program we want to continue,” Nguyen explains. “We’ll always refine the curriculum and get feedback from each year’s participants.”

### STRENGTHENING THE PARTNERSHIP

Beyond the immediate benefit—a flexible program customized to Kroger’s needs—the Technology Academy has “fundamentally strengthened our relationship with Kroger,” Choudhury explains. “I can have a wide variety of conversations with them.” And he has high hopes for the future of this partnership. “The project architecture track could become a course for our graduate students,” Choudhury proposes. “Joe Ivey could teach it.”

The possibilities for future collaboration are endless, including Kroger speakers in UC classrooms, student field trips to Kroger and joint research between professors and Kroger employees.

“They’ve become real partners that I can go to when I need help, and I hope they feel the same way,” Choudhury says.

Nguyen also extols the benefits of this partnership. “The Technology Academy is a great opportunity for associates who want to further their career or learn a different skill set,” she says. “We want to give them what they need to advance their career in our company. It shows our associates that we would like to invest in their future.”

This partnership has also offered Kroger new avenues for recruiting additional talent. “I’ve been working with Vivek Choudhury to increase the pipeline of interns from the College of Business,” Nguyen explains. “In the past, we’ve hired interns from UC. We have a 58 percent conversion rate from interns to full-time employees.”

Programs such as the Kroger Technology Academy will only strengthen this relationship while providing innovative opportunities for the college, its students and partners.
UC’s MBA Program Reaches Golden Milestone
BY STEPHANIE MANGUS

Quarterly happy hour gatherings, social media networking groups and outreach through the Cincinnati Business Achievement Awards all invited alumni to reconnect with the university and the College of Business. Alumni of all ages and from all over the world gathered at these events to visit with former classmates and to mingle with the most recent class of MBA students.

In addition to providing an opportunity for alumni to network and reconnect, the anniversary afforded the college the chance to revisit its past and recollect the origins of the MBA program. In 1959, Robert Bourquein, Anestis Condoris and Richard Thabet established the first graduating class of UC MBA students. Adelaide Badgley became the first woman to earn the degree in 1962. These pioneers were the first in a long line of business professionals that chose to earn the UC MBA.

From the beginning, the UC MBA program has provided the skills and knowledge that every generation needs to succeed in the
business world. The current program provides fast-track tools tailored to the personal ambitions of our students giving them a business education that is flexible, rigorous and, most importantly, relevant to today’s business challenges. The program allows students to work with top faculty and find internship and field-study opportunities with world-class companies. Additionally, the program allows students to work closely with experienced peers coming from all aspects of the business world.

“My favorite part of the MBA program was meeting so many talented students from across the city, in different industries, and various top companies. It opened my eyes to new ways of thinking outside of P&G in order to better my capabilities and enhance my contribution,” says Heather Rogers, MBA ’09. Students highly value their classmates as a networking and learning resource both during the program and after graduation.

Although our golden anniversary is past, current UC MBA students know and celebrate that they are earning a special distinction with this degree. Graduate Lucy Voegele, MBA ’09, notes, “The course work and knowledge I gained from the UC MBA program has served as a springboard for promotion within my company, even before graduation.” Lucy joins a long line of successful business professionals prepared to conquer the business world.

“The UC MBA program has served as a springboard for promotion within my company.”

—Lucy Voegele

Stephanie Mangus, MBA ’09, is the assistant director of college relations at the College of Business.

MBA grads Ike Misali, ’60, Anestis Condoris, ’59 and Robert Badgley, ’63 (left to right) enjoy catching up at the Cincinnati Business Achievement Awards; Lucy Voegele, ’09, (above) was awarded with a promotion, after completing her MBA.
Real-World Purpose
UC’s Marketing Department Finds Its Voice in Thought Leadership
BY JESSICA LAWRENCE

In 2001, when Jim Stengel, then Procter & Gamble’s (P&G) global marketing officer, was looking for top-notch marketing experts to research the effects of employee emotions on workplace morale and effectiveness, he contacted the UC College of Business.

Not only conveniently located in P&G’s backyard, the college—and in particular its marketing department—have enjoyed strong ties with the consumer products giant for many years due to its forward-thinking and practical approach to business challenges. Marketing department faculty, most notably Professors Chris Allen and Andrea Dixon, have often spent their sabbaticals with the company, turning innovative theoretical expertise into real-time and real-world applications. Students, especially those in the Masters of Science (MS) in Marketing required “capstone” experience, benefit two-fold from these relationships, gaining valuable in-classroom learning as well as in-depth application of those concepts in the business world.

“UC played a pivotal role in P&G’s marketing transformation during the past decade,” Stengel says. “From early research helping me understand global marketing employees’ effectiveness to strategies to address the underlying issues, UC professors were part of my ‘team.’”

“From early research...to strategies to address the underlying issues, UC professors were part of my ‘team.’”—Jim Stengel

Following the successful collaborations with P&G and Stengel, the department developed a plan—with primary focus on the MS-Marketing Capstone offering—to build awareness of the young program and form key connections with regional and Greater Cincinnati businesses. With the end goal being business community outreach and engagement, the idea for the UC Marketing Summit began to take shape. The department envisioned presenting a compelling forum where marketers could gather to learn and dialogue with the industry’s best and brightest about emerging trends in the field. In planning the October 2008 summit, the department had an easy decision regarding who should headline the inaugural event.

“Jim Stengel’s position at the forefront of marketing knowledge was consistent with the purpose of the Summit,” says Karen Machleit, marketing professor and department head. “Also, his relationship with UC faculty and his understanding of the value of academic research made him an ideal choice.”

Held on the UC Uptown Campus at the Kingsgate Marriott Conference Center, the UC Marketing Summit drew more than 300 marketing and business professionals from the region, as well as current students and alumni. The standing-room only audience had come to hear Stengel’s keynote on “Purpose-Driven Branding” as well as the follow-up panel discussion with UC marketing faculty and prominent executives from Ashland, Macy’s and branding agency Northlich.

“The summit provides an opportunity to showcase the ‘thought leadership’ of our marketing department,” notes Machleit, on the importance of the event to the college. “We want to share the real-world relevance our research provides to organizations so marketing professionals understand how they might benefit from these learnings on the job.”

Stengel’s summit keynote underscored the link between consumer research and effective brand building, noting the importance of consumer understanding in guiding marketing actions and strategies. Based on his experience at the P&G marketing powerhouse, Stengel reasoned that a brand’s focus should be on the benefits it offers consumers—in short, its purpose. “I think the function of marketing is lacking a North Star.”

By using “purpose” to drive a brand’s actions, and not relying solely on profit or sales, Stengel believes marketers will create meaningful initiatives that result in stronger emotional connections with consumers and increased brand loyalty. “The only way to grow a brand sustainably is to be purpose driven in everything we do,” he said. “This will be the new wave in marketing and brand building.”

To illustrate, he shared examples of past and current P&G initiatives, like the successful partnership between Pampers and UNICEF to offer vaccines to infants in under-developed countries, and Tide brand detergent’s ongoing, free laundry service, Loads of Hope, created to help displaced victims after Hurricane Katrina. He noted that if the underlying purpose is always embraced, customers’ opinions of that brand will be more favorable and in turn, more profitable in the long term.

Judging by the positive audience reaction, the UC Marketing Summit delivered on its purpose of providing inspiration and ‘thought leadership’ to marketing professionals looking to stay abreast of the current trends. “Jim Stengel’s message reflected the cutting-edge thinking that we plan to provide each year [at the summit],” Machleit says. “Future attendees can expect more forward-looking speakers and thought-provoking discussions.”

The college and marketing department held its second summit on October 16, 2009, this time with Scripps Networks CEO Ken Lowe keynoting. Details and a podcast can be found at ucmarketingsummit.com.

Jessica Lawrence serves as a marketing department graduate assistant while pursuing her MS-Marketing degree from the College of Business.
The College of Business made significant progress on many elements of the strategic plan during the 2008–2009 academic year.

At the undergraduate level, the college implemented a new metropolitan tuition rate to reach students in Northern Kentucky and Southeast Indiana. The new rate allows students to attend the college at close to in-state tuition, while allowing the college to more effectively compete for top out-of-state students. The college has already seen an increase in enrollment from those areas.

Fall quarter 2008 also saw an experimental section of the first-year experience course for Marvin P. Kolodzik Business Scholars (KBS) students. This course allows new KBS students to work as a team on a two-quarter-long project aimed at exposing them to the local business community. Retention rates for undergraduates in the college also increased again to an all-time high of 87.5 percent, which places the college among the highest rates at the university.

Preparing for the Association to Advance Collegiate Schools of Business (AACSB) reaccreditation has been at the forefront of strategic planning decisions throughout the year. The granting of additional academic leaves for faculty—allowing time for research activities—has promoted the college's goal of academic excellence. Additionally, the college adopted a new policy to determine academic and professional qualifications of faculty members. This policy will guide the college through AACSB reaccreditation efforts in 2010. Also to support accreditation, the college developed a database of faculty vita through Digital Measures to ensure accurate AACSB reporting.

As an extension of strategic decision making at the university level, the college has begun preparations for the conversion to a semester-based academic schedule. The quarter to semester conversion is expected to be complete for students to begin semester-base classes in the fall quarter of 2012. The college will begin converting courses and curriculum structures to meet the needs of this transition.

In continued efforts to improve space for the college, Lindner Hall auditorium will undergo renovations with a target date of summer quarter 2010. Planning for the project is currently underway. The college has also refreshed the first floor lobby area with new furnishings.

An important college milestone this academic year was the 50th anniversary of the MBA program. The college hosted a series of events to welcome back the more than 6,000 MBA alumni to celebrate this achievement.

The UC College of Business strategic plan guides the college toward its vision of becoming a leading urban institution.
ENROLLMENT STATISTICS

UNDERGRADUATE ENROLLMENT
HEAD COUNT, FALL QUARTER 2009

GRADUATE ENROLLMENT
HEAD COUNT, FALL QUARTER 2009

INSTRUCTIONAL FTE*
FALL QUARTER 2009

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 2008</td>
<td>423</td>
<td>370</td>
<td>87.5%</td>
</tr>
<tr>
<td>Fall 2007</td>
<td>414</td>
<td>350</td>
<td>84.5%</td>
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<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>
</tbody>
</table>

*Instructional Full-Time Equivalent (FTE) is total credit hours produced divided by 15, which represents a full-time student’s credit-hour load.
At the University of Cincinnati, enrollment increased seven percent from fall quarter 2008. Following the university trend of growth, the college experienced a rise in our key metric of Instructional FTE* hours as well as a marked increase in freshman retention—up three percent. The college also had an increase in full-time MBA students—an almost eight percent increase—demonstrating our momentum in meeting the needs of our students.
## Financial Snapshot FY 2009

### General Funds Expenditures Summary

<table>
<thead>
<tr>
<th></th>
<th>FY 2009</th>
<th>FY 2008</th>
<th>YOY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Faculty Salaries</td>
<td>$9,967,727</td>
<td>$9,836,421</td>
<td>$131,306</td>
</tr>
<tr>
<td>Staff Salaries</td>
<td>$1,872,325</td>
<td>$1,645,942</td>
<td>$226,383</td>
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<td>Student Salaries</td>
<td>$663,247</td>
<td>$676,641</td>
<td>-$13,394</td>
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<td>Benefits</td>
<td>$3,733,953</td>
<td>$3,643,489</td>
<td>$90,464</td>
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<tr>
<td><strong>Total Personnel</strong></td>
<td>$16,237,252</td>
<td>$15,802,493</td>
<td>$434,759</td>
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<tr>
<td>Operating</td>
<td>$389,466</td>
<td>$114,976</td>
<td>$274,490</td>
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<tr>
<td>Scholarships</td>
<td>$1,719,628</td>
<td>$1,897,285</td>
<td>-$177,657</td>
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<tr>
<td><strong>Total Non-Personnel</strong></td>
<td>$2,109,094</td>
<td>$2,012,261</td>
<td>$96,833</td>
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<tr>
<td><strong>Total General Fund</strong></td>
<td>$18,346,346</td>
<td>$17,814,754</td>
<td>$531,592</td>
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</table>

*Information Technology and Instructional Equipment Fee (ITIEF)*
Despite budget cut challenges and an uncertain economic climate during fiscal year 2009, the College of Business remained committed to providing the highest quality educational experience to our future business leaders. The college will continue to promote accountability by improving efficiency and productivity, while still investing in quality programs and services.

### DESIGNATED ACCOUNT EXPENDITURES

<table>
<thead>
<tr>
<th></th>
<th>FY09</th>
<th>FY08</th>
<th>YOY</th>
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<tbody>
<tr>
<td>ITIEF*</td>
<td>$687,286</td>
<td>$526,245</td>
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<td>International Business</td>
<td>$498,153</td>
<td>$349,323</td>
<td>$148,830</td>
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<tr>
<td>Executive Education</td>
<td>$114,180</td>
<td>$603,271</td>
<td>-$489,091</td>
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<td>Economics Center</td>
<td>$406,617</td>
<td>$514,974</td>
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<tr>
<td>Other Designated</td>
<td>$442,900</td>
<td>$252,239</td>
<td>$190,661</td>
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<td><strong>GRAND TOTAL</strong></td>
<td><strong>$2,149,136</strong></td>
<td><strong>$2,246,052</strong></td>
<td><strong>-$96,916</strong></td>
</tr>
</tbody>
</table>

### EXTERNAL REVENUE SUMMARY

<table>
<thead>
<tr>
<th></th>
<th>PROCEEDS FROM ENDOWMENTS</th>
<th>ANNUAL GIVING</th>
<th>TOTAL</th>
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<tbody>
<tr>
<td>Scholarships</td>
<td>$507,265</td>
<td>$408,469</td>
<td>$915,734</td>
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<tr>
<td>Operating</td>
<td>$1,542,638</td>
<td>$2,700,678</td>
<td>$4,243,316</td>
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<tr>
<td><strong>GRAND TOTAL</strong></td>
<td><strong>$2,049,903</strong></td>
<td><strong>$3,109,147</strong></td>
<td><strong>$5,159,050</strong></td>
</tr>
</tbody>
</table>
BOLD VISION
Aligned with the university’s strategic plan, our vision is to be a leading business college. To reach that vision, we develop our students into collaborative, creative and global business leaders. As a highly valued partner for our business community, we will be an engine for innovation and a catalyst for growth for Greater Cincinnati and beyond.

STRONG 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 economy. Our programs’ distinctive multidisciplinary opportunities capitalize 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 20 public, research university, College of Business faculty members 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.

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

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

Lindner Honors-PLUS & Kolodzik Business Scholars $15 million
Graduate Student Support $5 million

*Total as of June 30, 2009.
Establish a strong, competitive foundation for faculty research and scholarship, with endowed chairs and professorships.

Endowed Chairs & Professorships
$25 million

TO DATE* $7.8 M
GOAL $25 M

Enrich the College of Business’ thriving academic programs and centers, extending from infusion of innovation into the MBA program to enhanced integration of centers with college activities.

New Program Development & Centers
$20 million

TO DATE* $12.3 M
GOAL $20 M

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

Lindner Hall Renovation, Improvement & Expansion
$10 million

TO DATE* $0.8 M
GOAL $10 M

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, 2008, to June 30, 2009.

COLLEGE CAMPAIGN GOAL | $ 75 Million

TO DATE* $32.4 M
GOAL $75 M

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

ENDOWMENT MARKET VALUE

Dollars in Millions

Members

FY05 FY06 FY07 FY08 FY09
116 120 178 213 189

37.5M 40.4M 43.2M 40.9M 29.5M

FY05 FY06 FY07 FY08 FY09
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, 2008, and June 30, 2009, and cumulative giving for donors at lifetime recognition levels.

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- Cynthia K. Cox & Randall Gaston
- Herbert W. Desch, Jr.
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- Jason Wingert & Shannon M. Funk
- Dr. & Mrs. Dean R. Gaudin
- Winston E. Gaum, M.D.
- & Mrs. Helen G. Gaum
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- Mr. & Mrs. Fred Habecker
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- Mr. & Mrs. Arnold C. Hanish
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- Allen W. & Patricia S. Harmann
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- Mr. & Mrs. David F. Heiflin
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- Mr. & Mrs. Wilbert F. Schwartz
- Mr. & Mrs. Richard K. Taubnee
- John D. Taylor & Dianne Hacker-Taylor
- Dr. & Mrs. George M. Vredeveld
- Richard E. Wilhelm

Silver Level (minimum $2,500 to $4,999)
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- Susan Branscombe
- Adam C. Eling
- Dorothy M. Fleck
- Steli L. Gable
- Anna F. Godby
- Mr. & Mrs. Gary D. Johns
- Janice & Jack Johnston
- Mr. & Mrs. David M. Lance
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- Carolyn S. & Dale D. Rayne

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- Mr. & Mrs. Walter D. Wood

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- Mr. & Mrs. Robert H. Castellini
- Mr. & Mrs. Anthony P. Contakis
- Mr. & Mrs. John H. Courtney, Jr.
- Cynthia K. Cox & Randall Gaston
- Herbert W. Desch, Jr.
- Scott Devenny
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- Terence L. Horan
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- Mr. & Mrs. Richard K. Taubnee
- John D. Taylor & Dianne Hacker-Taylor
- Dr. & Mrs. George M. Vredeveld
- Richard E. Wilhelm
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.

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Herbert H. Seilkop
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Evertet F. Telljohann
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Dianne L. Beiersdorfer
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Cathy L. Blakeley, C.P.A.
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Ronald J. Brandstetter
Richard J. Brannaman
David R. Brannock &
Kathy A. Brannock
Daniel A. Brannon & Dian R. Brannon
Richard P. Brant
Orvetta C. Brantley

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Lawrence H. Braun, Jr.
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Mr. & Mrs. Robert E. Brelin
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Mr. & Mrs. Jeffrey O. Brewster
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