

THE JOURNEY

SPRING/SUMMER 2021

P14 – 2019 Grads Swim with the *Sharks* –

HIGHLIGHTS:

P8

NATIONAL ACCOLADES

P22

'GRAVITY' ALLOWS
PAYCOR FOUNDER TO
DO GREAT THINGS

P28

COOKING UP A WINNER

P33

FACULTY AWARD-WINNERS





Editor/Writer/Designer
Addie Rosenthal '80 MBA '85

Writer
Jay Murdock

Photographers
Jay Murdock
Miami University
Historic photos supplied
by their owners

Issue Design
Val Hoffman Design, LLC

External Relations
513-529-4221
Kirk Bogard
Associate Vice President
for Development and
External Relations
Farmer School of Business
bogardks@miamioh.edu

Proof Reader
Donna Boen

Have a story to share?
deanofbusiness@miamioh.edu

The Journey is published twice a year by the External Relations department of the Farmer School of Business at Miami University, Oxford, Ohio 45056. Copyright ©2021, the Farmer School of Business. All rights are reserved. Reproduction in whole or part without written permission is prohibited.

In This Issue

Letter from the Dean	3
Our Game Plan for the Future	4
National Accolades	8
New Programs, Centers and Degrees Created to Meet the Demands of Employers and Students	10
2019 Grads Swim with the Sharks.	14
Experience Counts!	18
'Gravity' Allows Paycor Founder to do Great Things	22
Giving Credit Where Credit is Due	26
Cooking up a Winner	28
Faculty News	32
Faculty Award-Winners	33
Board of Visitors	34
Business Advisory Council	34-35



@FarmerSchoolIMU
 farmerschoolofbusiness
 Farmer School of Business
 Miami University, Farmer School of Business

BEYOND THE EXPECTED.

800 EAST HIGH STREET | OXFORD, OH 45056 | 513.529.3631

– welcome –

I am almost at the end of my first academic year as dean of the Farmer School, with graduation just completed. The main ceremonies (two separate ceremonies, to allow for social distancing) were held in person, with family and friends able to attend. It was my first opportunity to meet face to face with many of our more than 1,000 graduating bachelor's and master's students, and I was excited, delighted and also a little bit sad to bid them farewell as they are such incredible, talented individuals, and I am happy to report that the first indication we have is that the overwhelming majority have already accepted jobs – including more than 83% of our Master of Science in Business Analytics grads, at an average starting salary of \$70,000!

We have just completed our five-year review by the AACSB, the organization that grants our accreditation. While completing the materials for the review was a task of mammoth proportions for our team, as a new dean, it provided me with an incredible learning opportunity – about the school and about what makes it one of the best in the world.

You'll see many examples of that in this issue of The Journey, including the *Strategic Initiatives* we have set forth as our guideposts for the next five years. We are actively taking steps toward achieving these initiatives, including creating *new centers*, select *graduate programs* and *majors*.

Our students continue to hone their skills participating – with a tremendous degree of success – in *competitions* with



undergraduate and graduate students from some of the most prestigious institutions around the world.

Our *faculty* continue to go beyond, in their service to their students, the university and the academic community.

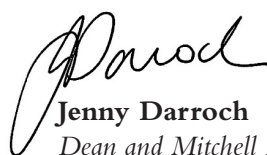
Recent alumni Alexandra Griffin '12, founder of *Alma Kitchen*, and 2019 finance grads Selom Agbitor and Oliver Zak, who created *Mad Rabbit Tattoo* in their High Street apartment, are achieving great career success. I am almost at the end of my first academic year as dean of the Farmer School, with graduation just a few weeks away.

Bob Coughlin '83, founder of *Paycor* and the *Flying Pig Marathon*, shares his philosophy of why making a positive difference makes great sense – both from a business and a personal perspective.

If a school is only as good as the students it graduates, then the Farmer School truly is something very special.

As I close, I want to express much gratitude to everyone in the Farmer School of Business community for supporting my transition during a challenging but ultimately incredibly rewarding year. ■

Love and Honor,



Jenny Darroch

Dean and Mitchell P. Rales Chair in Business Leadership





Our Game Plan *for the Future*

AACSB, the gold standard in business school accreditation, requires that business schools deliver content that is current, relevant, forward-looking, and globally oriented and that business curricula promote and foster innovation, experiential learning and a lifelong learning mindset.

While the Farmer School of Business exemplifies these qualities, we continuously strive to better the FSB experience for our students, corporate partners, faculty and alumni.

These and other stakeholders form a vital ecosystem within which all members thrive. We call this the FSB Ecosystem. That term has a number of definitions, but all of them suggest interdependence, complexity and above all, life and growth. Each participant adds and receives value, leveraging their own capabilities while being open to the contributions of others. Members of the FSB Ecosystem are bound together by a common belief in the vision, mission and values of the School.

Our goal is to become a top-10 public undergraduate business school in the U.S. by 2025, with the longer-term goal of becoming a top-5 public school.

Vision Statement

We will offer the best student curricular and co-curricular experiences in the nation for ambitious students who seek a meaningful career that will allow them to constantly learn, grow and make a positive impact in the world, both today and in the future.

Mission Statement

We are here to support our students' success. We do this by engaging all of our stakeholders in an ecosystem that connects teaching, research and practice and provides extraordinary experiences for all.

Core Values

The FSB students, faculty and staff are a scholarly and professional community dedicated to freedom of inquiry, lifelong-learning and knowledge creation grounded in liberal education. Our mission is based upon our core values of integrity, respect and responsibility, and it is these values that guide our long-term strategy and daily actions.



— Money Magazine —



Strategic Initiatives 2021-2025

Our strategic initiatives provide guidance and direction for every decision we make. That includes proposed new courses, experiential learning opportunities, partnerships and programs. They help us ensure that everything we do moves us toward achieving these goals.

Offer the best curricular and co-curricular student experience in the nation by focusing on both the academic and the personal experience.

To achieve this, we will:

- Offer new programs and adapt existing programs to ensure our students are well-trained and ready to launch or enhance their professional careers.
- Continue to find innovative ways to extend the academic experience beyond the classroom.
- Focus on the whole person by offering co-curricular activities that emphasize leadership development, health, happiness, purpose, community and belonging.
- Partner with people from industry who infuse their experiences to help shape the most relevant takeaways and ensure our curriculum remains business aligned.

Graduate students who are Beyond Ready to launch and enjoy meaningful careers.

To do this, we must:

- Increase the percentage of our students who have jobs 90 days after graduation.
- Increase the average starting salaries of our graduates.
- Ensure all students have the opportunity for at least one, if not two, internships prior to graduation.

Attract, graduate and place a high-quality, diverse student body.

This includes:

- Increasing the number of applications and enrollment of diverse students.
- Increasing the pool of applicants to the School and raising the average ACT score of accepted students.
- Improving the retention rate of enrolled students.

Strengthen relationships with key stakeholders to enhance the reputation and visibility of the School and provide long-term financial sustainability.

To do this, we will:

- Connect with alumni, parents, corporate partners and friends who can offer internships, learning opportunities, mentoring and jobs for students.
- Secure additional financial resources to attract and retain well-qualified students and faculty, across a diverse spectrum.
- Secure additional financial resources to support initiatives around curricular advancement, innovative leadership, global preparedness, etc.
- Recognize, celebrate and publicize the successes of our students, faculty, alumni and programs.

Promote excellence in teaching and research, which includes our strong links with practice.

Steps toward achieving this include:

- Recruiting, retaining and developing faculty and staff from diverse backgrounds and striving to create an inclusive community for all.
- Facilitating opportunities for faculty to collaborate with businesses, nonprofits and government agencies.
- Increasing external funding for research.
- Encouraging faculty to increase the visibility of their research to build a national reputation.
- Continuing to support research that produces both rigorous and relevant contributions to knowledge.
- Continuing to support innovative teaching and programs that reflect an integrated skills-based approach to learning. ■





US News & World Report





NATIONAL ACCOLADES

The Farmer School and its programs have been recognized nationally for the quality of the experiences our students receive through our curriculum and experiential learning opportunities and for the success they achieve post-graduation.



— Poets & Quants —



— Poets & Quants —



— Poets & Quants —



— Poets & Quants —



— Poets & Quants —



— Poets & Quants —



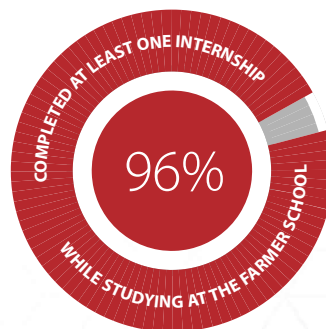
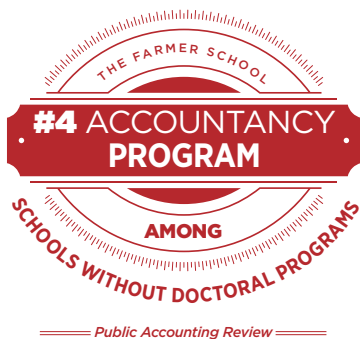
— Poets & Quants —



— The Princeton Review & Entrepreneur Magazine —



— Financial Engineer Times —





NEW PROGRAMS, CENTERS AND DEGREES

Created to Meet the Demands of Employers and Students

The Farmer School of Business continues to lead the way in helping students become Beyond Ready to meet the needs of the ever-changing working world. Dean Jenny Darroch said, “We created these new offerings to ensure that our students remain ahead of the curve, ready to become leaders in their organizations and communities.”

Announced this spring, is a new **Master of Entrepreneurship and Emerging Technology** (MEET) program, which can be completed in as few as 10 months. The online program aims to provide its students with an experience-driven education leveraging core curriculum, community ecosystems and professional mentorship. MEET seeks to broaden and deepen students’ understanding of the major issues and concerns driving industry growth, academic scholarship and public discourse in the technology entrepreneurship landscape.

“This interdivisional collaboration combines curriculum from two top-ranked programs, Entrepreneurship and Emerging Technology Business + Design (ETBD), to provide professionals access to coveted skills in entrepreneurship, creativity, digital media and innovation,” said Tim Holcomb, chair of the department of Entrepreneurship in the Farmer School of Business. “This graduate program – one of the first of its kind in the nation – will open the door to exciting new career opportunities for graduates with some of the world’s most innovative companies.”

Core courses include such topics as venture capital immersion, the entrepreneurial mindset, business models, digital media design, digital branding and interactive web programming. Other courses offer community bootcamps in which students create startup pitches and material to present to venture capitalists. They might also build a functioning mobile application or author a white paper reviewing test results and recommendations for improvements of a newly developed application.

“ WE MUST PREPARE OUR STUDENTS FOR DIFFERENCES THAT MAY NOT BE READILY OBSERVABLE, BUT MUST BE OBSERVED FOR EFFECTIVE INNOVATION, PROBLEM-SOLVING, DECISION-MAKING, COLLABORATION AND COMMUNICATION.”

A complementary program started this year is the **Tech Entrepreneurship Fellowship Program**. TechESP combines the ETBD and Entrepreneurship programs into a single degree path and provides special benefits to students.

TechESP fellows complete:

- The Emerging Technology in Business and Design major (applied concentration) offered by the Department of Emerging Technology in Business and Design (ETBD) in the College of Creative Arts; and
- The co-major in Entrepreneurship offered by the Department of Entrepreneurship in the Farmer School of Business.

Fellows accrue skills that are useful in almost any 21st century business environment.

Also launching in 2021 was the **Center for Supply Chain Excellence** (CSCE), led by management professor Monique Murfield. The CSCE is a vital hub within the FSB Ecosystem, working with the Supply Chain and Operations Management program to foster student engagement, corporate partnerships and cutting-edge research. For its corporate partners, the CSCE is a “one stop shop” for access to fresh talent, faculty research and knowledge-sharing industry forums.

The CSCE is focused on:

- Exceptional student outcomes, focusing on experiential learning on client-based projects and direct pipelines to internships and full-time opportunities with partner organizations.

- Robust educational offerings: strong undergraduate curriculum buttressed by certifications, on-line programs and executive education to allow working professionals to stay sharp and on the cutting edge of their field.
- Corporate Partners Program: Mutually beneficial corporate partner programs provide special recruitment access to employers while enhancing internship and career opportunities for students. An advisory board of industry experts will help guide the center in its mission.
- Research with practical insights: The CSCE and Miami Supply Chain & Operations Management program are supported by top-notch faculty with expertise covering the breadth and depth of supply chain management research. The CSCE aims to translate rigorous academic research into relevant insights for practitioners and solve relevant issues through collaborative projects with Corporate Partners.

“The Center for Supply Chain Excellence serves as a hub to connect our students, faculty and corporate partners in engagement to develop the next generation of supply chain leaders and support research to help companies solve complex business problems,” Murfield said. “The field of supply chain and operations management is growing in importance by the day, as companies all over the world rely on the coordination of complex supply chains and internal operations to not only achieve a competitive advantage, but get people everything from toilet paper to life-saving goods and services.”

This school year, the Farmer School of Business launched **Beyond Ready CQ** to provide all Farmer School students with the opportunity to assess and develop their Cultural Intelligence while at Miami University. The program takes place in conjunction with the First-Year Integrated Core that all new Farmer School students complete.



“We must prepare our students for differences that may not be readily-observable, but must be observed for effective innovation, problem-solving, decision-making, collaboration and communication; those differences that exist between any two people and within any group of people, regardless of their own demographic traits,” explained Gillian Oakenfull, faculty director of diversity, equity and inclusion for the Farmer School of Business. “Our goal is to prepare students for differences that go beyond traditional definitions of ‘diversity.’”

The Beyond Ready CQ assessment measures four dimensions:

- CQ Drive (Motivational CQ) is a person’s level of interest, persistence and confidence during multicultural interactions.
- CQ Knowledge (Cognitive CQ) is a person’s understanding about how cultures are similar and different.
- CQ Strategy (Metacognitive CQ) is a person’s awareness and ability to plan for multicultural interactions.
- CQ Action (Behavioral CQ) is a person’s ability to adapt when relating and working in multicultural contexts.

After only one semester in action, the program has already been showing results. “On aggregate, our students showed growth across all four CQ dimensions with significant growth in the CQ Knowledge (20%), CQ Strategy (15%) and CQ Action (29%). The 29% growth in CQ Action is particularly striking as our students were assessed to score lower than average on that dimension initially,” Oakenfull noted. CQ Drive growth was 7%.

Also launched was the Center for KickGlass Change, which harnesses the innovation, expertise and resources of the Farmer School of Business and the Department



of Emerging Technology in Business and Design in the College of Creative Arts to provide students with the knowledge, perspectives and skills needed to create systemic social change in the workplace, marketplace and broader society.

A new degree program will be available to Farmer School students this fall from the Department of Finance. The **major in real estate** will initially have up to 50 students but will eventually grow to up to 100. The launch of the program is partially funded by a donation from Richard ('60) and Carol ('63) Puzzitiello.

“The new real estate major will make it easier for Miami students to enter into the commercial real estate industry, whether in investing, development or operations. Bringing together resources and expertise from across the university makes this a unique program and one that is well positioned to capitalize on Miami’s strengths,” Department of Finance chair Joel Harper explained. “Our alumni working in real estate have been very supportive, and we look forward to working with them to build and grow opportunities for our students and alumni.”

Real estate has previously been available as a minor at the Farmer School, requiring a mix of finance, business legal studies and geography classes. FSB also has hosted popular real estate forums each of the past two years and has a popular real estate club. ■

“THE NEW REAL ESTATE MAJOR WILL MAKE IT EASIER FOR MIAMI STUDENTS TO ENTER INTO THE COMMERCIAL REAL ESTATE INDUSTRY, WHETHER IN INVESTING, DEVELOPMENT OR OPERATIONS. BRINGING TOGETHER RESOURCES AND EXPERTISE FROM ACROSS THE UNIVERSITY MAKES THIS A UNIQUE PROGRAM AND ONE THAT IS WELL POSITIONED TO CAPITALIZE ON MIAMI’S STRENGTHS.”

FARMER SCHOOL OF BUSINESS





2019 Grads Swim with the *Sharks*

When Oliver Zak and Selom Agbitor came to Miami in 2015, they had a few things in common. Both grew up in Ohio (Oliver in Cleveland, and Selom, who was born in Ghana, but raised in Columbus). Both chose the Farmer School for its beautiful campus and reputation as a top business school with a strong finance program.



“I knew I wanted to study business and finance in particular, and after touring Farmer, I was sold. I actually had to transfer into Farmer. So I made the decision to come to Miami without even having that locked down. That’s how much I knew I wanted it.” Oliver said.

The two met their first year as members of the business fraternity, Delta Sigma Pi, and discovered a shared passion for starting businesses.

For Oliver, (at left in the photo below) it stemmed from watching his father, who was a skilled surgeon, reinvent himself as an entrepreneur after a serious car accident made it impossible for him to operate. Entrepreneurship gave Selom (at right in the photo below) an outlet for his creativity, while not abandoning his immigrant parents’ wishes for him to pursue a respected, financially secure career path.

And while they each started small online resale businesses throughout their Miami years, it wasn’t until their senior year that they ventured into manufacturing and offering their own product.

It started with a need – both have tattoos and were looking for a product that would heal and protect a new tattoo. They discovered that the few products that existed were filled with chemicals and ingredients that weren’t good for the skin, and the idea for their own product was hatched.

Tattoos range from tiny one-color pieces to large, intricate works of art. Just as an art collector wants to protect their investment, so do tattoo aficionados. But unlike traditional art, tattoos cannot be shielded from sunlight, water and wear and tear.

“I’m baffled how underserved the tattoo aftercare market is when you consider how ancient tattoos truly are. Tattoos are becoming more normalized. As many as 43% of people have a tattoo, a number that’s projected to increase 8% every year, and the overwhelming majority plan on getting more,” Oliver said. “Given our skill sets at the time, we thought, ‘We can definitely take this market by storm.’ So that’s how we settled on it.

“I took a digital branding-centric path in the Interactive Media Studies program that I think really helped open my eyes to what good branding can be and all of the important things such as brand voice, and what it takes to be a memorable brand.”

Oliver noted why they named their new company Mad Rabbit Tattoo. “In recent years, there’s been an affinity for companies to kind of go with sleek and sexy names. We wanted to evoke feelings of all natural and more of a grassroots vibe. Mad Rabbit alludes to the jackalope, which is a mythical horned rabbit from American folklore. It kind of plays on our brand edge.”

They created Mad Rabbit’s first balm, which moisturizes tattooed skin to prevent discoloration and keep tattoos looking vibrant, in a crockpot in their High Street apartment with all-natural ingredients including beeswax, shea butter and cucumber.

Oliver explained, “My mom has years of apothecary experience, and she helped us come up with the original seven-ingredient balm. We’ve kept that product development mantra the same. We like to keep it simple and all-natural. It’s been a great method for us, with no unnecessary ingredients and no chemicals. It really just goes a surprisingly long way.”

Currently, Mad Rabbit is one of only a dozen brands worldwide in this product space, and it’s the only one in the U.S. with all-natural ingredients.

“While we were students, Selom and I skipped class to cook this, and we got our neighbors involved. They were helping us ship out packages. Some professors were our very first customers. It really took off from the start, which helped us solidify our theories about the need for this product. We started with \$300 each in January 2019, and we were lucky enough to be profitable from week one,” Oliver noted.



Profitable might be an understatement. In its first year, Mad Rabbit sold \$400,000 worth of their body balm specifically formulated for tattoos.

Then Selom and Oliver graduated and accepted traditional jobs – Selom moved to Wichita for a two-year rotation with Textron while Oliver went to Manhattan to do mergers and acquisitions consulting for EY-Parthenon. Both loved their jobs, but that wasn’t the end of Mad Rabbit. They invested all their non-working hours growing the company. Sales topped \$1.7 million in the first eight months of 2020, and they forecast more than \$3 million for 2021 – for one product.

They knew that to continue their growth, they needed capital. “We’re looking to become the first real brand to market, and to do that, we have to pump out content. We’ve got to spend a lot of money and get it in people’s hands,” Oliver explained.

That money was needed to partner with influencers like well-known tattoo artists, models and athletes, and to invest in tattoo education and research.

That led to the duo filling out an application to appear on Shark Tank. In April 2020, they got the call to join an upcoming episode. Oliver states, “I thought it was a prank at first because we set a precedent pranking each other with, ‘Oh, Post Malone wants to talk to you. He’s on the other line.’ And it’s one of our other buddies.”

“It was a long process, and there were some months where we thought that we wouldn’t hear back,” said Selom. They learned in September that they made the cut and would be flown to Las Vegas to appear on the show.

Another Farmer School friend and 2019 finance grad, Drew Fallon, pitched in to work on their financials as well as find comparables and determine market valuation while working full time in equity research for Robert Baird. He kept in contact with Oliver and Selom, and knew he wanted to be a part of Mad Rabbit.



Because of Covid protocols, they would spend 10 days quarantined in adjoining hotel rooms, working their full-time jobs remotely and practicing their show pitch. “A couple of days before we shot the show, we had a practice pitch with producers, and they gave us some more tips on how to improve it and do better,” Selom recalled.

With Drew’s support, the pair thought they were prepared. They had watched hundreds of episodes of the show. They practiced their pitch. They knew the financials, and they had a goal in mind: entice Mark Cuban, owner of the Dallas Mavericks, to invest. Oliver said “Our balm lends itself well to the sports market. It’s really cool for people to tell their life stories through tattoos.”

“The day of filming, they had us sit in a big ballroom in the Venetian Hotel, and we got the chance to talk to other companies that were going on the show,” Oliver remarked. “We were in that room for probably six hours before we were called in. They got the mics all hooked up, and you walk down that famous aisle. I think we were there for 45 minutes, but it felt like five seconds. It was crazy.”

Selom had a different experience. “I was pretty confident until we walked onto the stage, and my legs started shaking. I’ve never really been a public speaker, so having my first attempt with more than a million people watching was kind of frightening.”

Maybe so, but you would not have known that from watching him on the show. Both looked confident, answering questions without hesitation, and even injecting some humor.

When asked what their sales were, Oliver immediately replied, “\$300,000,” which made the Sharks gasp at their audacity to be asking for \$500,000 for a 5% stake. After pausing a beat, Oliver continued, “last month.”

The company’s growth impressed the Sharks, especially after they learned that this growth had been achieved while they were both working full time jobs. “I have a lot of respect for you dudes,” Shark Kevin O’Leary noted. “You’re not even full time yet, and you’re killing it.”

In the end, the pair received two offers and accepted Mark Cuban’s to invest \$500,000.



“We were fully expecting to get in there and get to tell our founder story of how we were cooking in our kitchen on High Street. We didn’t even get to that,” Oliver said. “What Drew was doing for us in the background is what gave us the confidence to ask for what we deserved. Our numbers were impressive enough to secure a deal, which is exciting.”

With the offer in hand, Selom and Oliver started planning the future of the company, which meant expanding their product and marketing further into the tattoo culture. “It has a bunch of subcultures. There’s the classic motorcyclist who’s covered in tattoos. Then there’s people who are fans of mixed martial arts and have tons of tattoos because their favorite fighter has tattoos. There are also moms who get their children’s birth date tattooed on them,” Oliver explained. “There are a lot of different subcultures that we can create a bunch of content to curate to.”

Selom was the first to commit to the company full time, leaving his job with Textron. Oliver followed. “I loved my job, a lot actually, and didn’t make the leap to full time until January. I left a job that I love to come run a company that I love even more, but it was initially a scary decision.” A month later, Drew joined them.

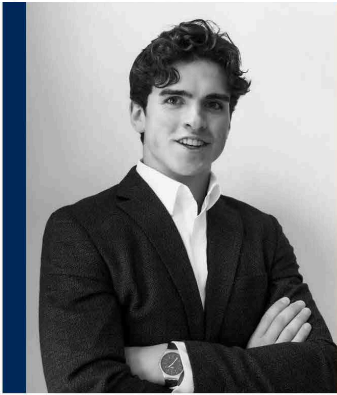
Then the show aired. During their “10 minutes of fame” while their Shark Tank segment aired in late March, Mad Rabbit logged more than \$60,000 in new sales, and sales have skyrocketed since then. They’ve expanded the product line to include a sunscreen and a gel that is tailored for new tattoos.

Drew commented on the impact his Miami experience had. “I got to know Tim Holcomb pretty early on there. He invited me into his office one day, and I ended up doing the Red Hawk accelerator that he and Mark Lacker put together. We keep in pretty constant contact with Tim Holcomb, and there’s an adjunct professor, Patrick O’Brien, who just came on as an investor, so we talk to him almost every day. He’s been a great resource for us.”

Looking back at the last two years, Selom concluded, **“What’s important is not being afraid to fail, like the company that I started in college. By all accounts it was a total failure, but it was the best thing that I ever did. It opened so many doors for me and helped me meet so many people. It all contributed to the growth of Mad Rabbit to this day. If you fail, there’s just so much more to gain out of the experience than not trying at all. The entrepreneurial spirit of Miami is what kind of made me who I am today.”** ■

EXPERIENCE COUNTS!

Even though the ongoing coronavirus pandemic kept much of the nation at home, it didn't keep Farmer School students from taking advantage of opportunities for experiential growth through competitions held virtually.



Noah Ragan



Natalie Dorman



Ben Skapura



Meg Goldberg

A team of FSB students overcame a short turnaround and 80% of the team coming down with the coronavirus to take fourth in the nation in the **College Fed Challenge** in late fall. Assistant professor of economics Jonathan Wolff put together the team of Mitch Boice, Julia Draeb, Micah Fields, CJ Walker and Noah Tilton after he discovered a rule change that allowed a Miami team to compete in an at-large district.

Boise remarked, "We didn't have the team together until late August, giving us only six weeks to prepare our presentation. More established schools that participate spend months working on the challenge, and those students have to take a class usually the semester before in preparation."

"We didn't film our first submission until three hours before it was due," Wolff recalled. "We did two takes and then we had, by the end of the second take, 15 minutes left to submit."

As one of 18 teams to move on from a field of 85 entrants, the FSB students had a Q&A session with Federal Reserve economists, then learned that they had tied for fourth place in the university's first attempt in the competition. "The team I had the opportunity to work with were all incredible individuals, and in all honesty, are some of my

closest friends to this day, Walker noted. "Ending up as a national finalist out of 85 universities across the country is such a surreal result."

With the 2021 **Crowe National Consulting Case Competition**, it was the event that was brand new this year as an FSB team took first place in a field of more than 40. Each team was given 24 hours to resolve

a case taken directly from a Crowe client example. The team recorded their response for a Crowe judge to view, then a smaller number of teams were selected to virtually present live in a second round. The six top teams then presented live for the final round.

Natalie Dorman, Meg Goldberg, Noah Ragan and Ben Skapura put in a lot of work in a short amount of time to get the job done. "That first day, we were on a Zoom call every single hour. And if we weren't, then we were doing research. So it was really cool having that intense pressure when it comes to a project, which you usually don't have for these competitions," Ragan remarked.

"WE PUT A TON OF WORK INTO IT AND ONCE THE COMPETITION HIT, IT WAS GRIND TIME."

“We put a ton of work into it and once the competition hit, it was grind time. It was a little bit stressful, but I think we had a really good time doing it. I know I had fun and I learned a ton,” Dorman explained.

The virtual nature of this year’s **Social Innovation Weekend** allowed record numbers of students, judges and mentors to take part as teams worked to find solutions to some aspect of homelessness and insecure housing over the course of two days. Final ideas ranged from mobile showers and laundry stations for the homeless to transportation and housing services for women of color fleeing violent relationships, to an app that helps LGBTQ+ teens determine when it was safe to come out to their family.

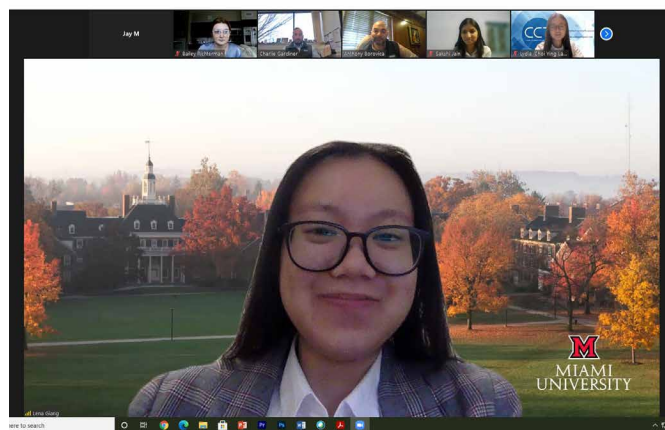
That app, Safe OutCome, was a winning solution for Andrew Davis, Cassidy Schlotterbeck, Matt Huber and Sydney Bruns. Level, a program of professional development for transgender individuals and training for companies that may hire them, took second. Third place went to Framed Stability, a program designed to help foster children with tools and housing to help them transition into the working world.

“I learned so many skills that I will carry with me forever,” Davis said. “There were so many other amazing projects that have serious potential to change people’s lives, and I am so grateful that I could bring attention to the serious challenges facing LGBTQ+ youth across this country!”

“There are 17,000–some students at Miami University and the 100–some of you who have given your entire weekend to learning, creating, questioning and building are in the 1%. Thank you for thinking critically about this important topic of housing and homelessness for our communities,” mentor Clare Blankemeyer, executive director of GreenLight Fund, told the participants.

“We couldn’t have won without the help of everyone surrounding us,” Huber noted. “All the different mentors and perspectives really are the reason we won. I could not thank them enough. Winning was great, but looking forward to what will come from this is what really excites me.”

A new case competition created by **Farmer School Global Studies** took a different spin on such competitions, putting students at four schools from around the world on the same team. “We thought it was a great opportunity for a virtual global experience because we could place these students on teams and have them work remotely from wherever they were,” Director of Global Studies Nicole Collins explained.



The resulting competition involved students from Miami University, Chinese University of Hong Kong, Christ University in India and the University of Economics in Prague, each providing 10 competitors for 10 teams, as they worked on a global merger and how to navigate the challenges in an increasingly complex global business environment. The competition was sponsored by an

“I HAVE GAINED SKILLS FOR WORKING WITH PEOPLE WHO HAVE DIFFERENT CULTURAL AND EDUCATIONAL BACKGROUNDS THAN ME, AND LEARNED NOT TO BE AFRAID TO ASK QUESTIONS WHEN I DON’T UNDERSTAND, AND SHARE MY OWN STRENGTHS AND KNOWLEDGE WITH MY TEAM.”



Ohio-based polymer company, Avient, which was going through a global merger with a Swiss company itself.

“I first got in touch with the teammates through email and subsequently proceeded with various meetings to get to know each other, analyze the case presented to us and brainstorm ideas for solutions and work on our presentation,” Christ University student Aryan Ajit Kurup explained. “Through our work and meetings, I learned how cultural diversity translated in diverse perspectives and ideas as well. Even in the simplest things such as the alignment of presentation slides, we each had a unique input to give.”

“I had a great experience working with my global team. Of course, meeting times were tough with the time zones, but my team was great. We all shared our personal stories and learned about each other’s lives,” Farmer School junior management major Myles Crawford said. “I took away a new global perspective. This experience has really hammered home the fact that everyone, no matter what country or continent you live on, aren’t all that different. My team truly made this experience worthwhile and helped develop me as a global leader.”

“I have gained skills for working with people who have different cultural and educational backgrounds than myself, and learned not to be afraid to ask questions when I don’t understand, and share my own strengths and knowledge with my team,” junior marketing major Miah Bohlen said. “I have also made connections with students around the world, which is really cool!”

The **Gamma Gamma** chapter of **Pi Sigma Epsilon** was named the top chapter in the nation for the fourth consecutive year, taking home the Lewis F. Gordon Top Gold Chapter award for the 16th time in the last 23 years.

“Gamma Gamma has exemplified sustained excellence in every aspect of our chapter. Our members and their commitment to developing each other professionally and personally paved the way for us to win the Lewis F. Gordon top gold chapter award for the 4th year in a row,” chapter president and senior economics major Kelsey Sullivan said. “We are truly building a future generation of leaders with integrity, grit and passion. I could not be more proud and thankful to the leadership team, advisors and PSE nationals for giving us this opportunity to showcase our effort.”

The team of PSE students also took first or second place in more than a dozen competitions during the virtually-held national convention. ■





‘GRAVITY’ ALLOWS PAYCOR FOUNDER *to do Great Things*



Less than two years ago, Bob Coughlin (MU '83) retired as CEO of Paycor, the company he founded in 1990 and led to be one of the Tri-State's largest private companies. Since then, he's leveraging his experience to solve new problems and support his communities, both old and new. When Bob retired, Paycor serviced more than 40,000 small- and medium-sized businesses in 50 states with \$300 million in revenue. The company continues on a positive trajectory and employs many Miami University graduates across the country.

Bob's always had a focus on customers and an eye for opportunities. "I've met a lot of people. If you treat them well, and you build credibility over time, good things happen. My position at Paycor gave me leverage to work with others to have an impact. I'm continuing to do that now." He has a reputation for making things happen. He says that one of his leadership team members called

him "Gravity." That person said to Bob, "It's like you have gravity, meaning stuff falls at you ... you just stand still and things come at you." Bob says that when you do the right things for others, more good things follow.

Being a founder and CEO has its challenges, but it's also a gift of experiences that can be used for good. Today, Bob has many new projects. In his words, "I love to tackle a new and interesting problem, put it in a box and go after it."

Bob's talents and approach to life were evident early on. A native of Cincinnati, he chose to attend Miami University for the same reasons thousands of students do – reputation of the business school, location and relatively low cost. His high school experience in Junior Achievement strengthened his desire for a career in business, and he wanted to be close enough to home to be able to support his parents and siblings, even taking a semester off to assist when his parents were ill.



Like many Miami students, he worked on campus to help defray the cost of tuition. He joined a fraternity and also served as the president of his dorm, Denison Hall, where he learned about interacting with people and leadership. His on-campus job as a student worker in the marketing department brought him into contact with professor Tom Speh, a man he admired and whose influence would help guide him later in life.

Bob graduated from Miami in 1983 with a degree in marketing and started his career implementing accounting systems at ADP. The strong work ethic and caring for people, combined with what he learned from Tom Speh, made him immediately successful.

“When I got out of Miami, I worked for ADP for five and a half years and set up accounting systems – it was batch accounting because there were no PCs. I wasn’t a great accounting student but I picked up enough to be practical. At ADP, nobody was doing what was called vertical marketing, (which he learned from Tom Speh). I had his industrial marketing book on my desk at work. A lot of that was about figuring out your target niches with industries. I wasn’t in sales yet, but I wanted to be in sales. I went to the sales leader and said, ‘I’d like to create a campaign to specifically market to nonprofits, because I’ve been on a couple set-up calls with nonprofits and we’re not talking their lingo. We’re talking about department reports, and nonprofits are talking about funds and programs.’

“ MY LEADERSHIP TEAM AT ONE POINT, I THINK SIX OF SEVEN WERE MIAMI GRADS. I ALWAYS FELT A COMMITMENT TO MAKE THE COMPANY SUCCESSFUL BECAUSE FRIENDS INVESTED.”

“I put together a book combining the products with the target market and their lingo, and I did training for the sales team. It was really successful. We started doing vertical market campaigns, targeting restaurants, manufacturers, construction companies, and tailoring what we were doing.”

Bob left ADP after five years, and he went to work for another Cincinnati company selling bar-coding systems for manufacturers, a job he enjoyed, and where he was successful. He frequently ran into some of his former customers. More than one told him that they missed his approach to service. That started him thinking. It wasn’t about making more money. But he thought back to his high school days in Junior Achievement where he learned to sell stock and start a business. He thought that he could do it, and really enjoy it.

Giving up the security of a well-paying job was a difficult decision, especially since Bob had just finished paying off his student loans and didn’t have much cash socked away. His goal was to build on his prior work experience and provide a high level of personalized service to small- and mid-sized business clients in two time-consuming and complicated areas, HR and payroll.

“I created a 15-page business plan and found some software that I could license and put on a PC. I cashed in my ADP 401k and invested \$50,000 to seed the company. I needed to raise \$250,000, and I got a \$100,000 SBA loan. Then I raised \$100,000 from friends. It took me three days. They all put in between \$2,500 – \$25,000. One of them was

working at Salomon Brothers, and he ultimately became my CFO and almost like a partner. My leadership team at one point, I think six of seven were Miami grads. I always felt a commitment to make the company successful because friends invested.”





In 1990, Paycor was born. It was a small business with a vision. In its first full year, revenue was \$250,000, and topped a million by year three. Bob got married in 1991 to Jeanne, who he met at Miami, and she also pitched in at the company in the 90's to help with operations, which was always in a growth mode. In the midst of this rapid growth, Bob was working long hours. He found that his best stress relief was exercise, so he took up running and joined the Team in Training program to run the NY Marathon to raise money for Leukemia research. "I never thought I could do it, but I did and got hooked on the marathon running thing. I started doing one a year as a way to just stay in shape and enjoyed the events."

"In '97, I was running with a guy who was in charge of the runners' club, and they were canceling races in Cincinnati because of the police and city services bill. He made the statement that there would never be a marathon in Cincinnati. After we finished running, we sat down and I said, 'Well, has anybody ever put together a business plan on that?' He told me all the reasons why it couldn't happen. So, of course, I started looking into it."

A couple of events fueled Bob to actually create what is now a national event. "I had a right-hand guy at Paycor named Scott McDowell with whom I ran the 1997 New York Marathon, and he started helping me with it. I'd work on it, and then set it aside. Scott was to be married to a Paycor associate at the end of February. That Thursday was Scott's last day at work, he was getting married that Saturday. We had lunch, and he turned everything over to me, including a tape. That night he died of a heart attack."

"I listened to the tape that Scott left me. On it, he said, 'Hey, by the way, I think this marathon thing's a cool idea. I hope it happens.' That gave me a distraction and a little bit of determination."

"I was sketching out the course, and I met Declan Mullin, who was in charge of the Museum Center in Cincinnati at the time. That day Deb Haas from Channel 9 was doing an interview at the Museum Center and turned off the camera and asked Declan if there anything else going on she should know about. He told her, 'There's this guy working on a marathon.' The next thing I know, she shows up in my office with a camera crew, and she says, 'Are you doing a marathon, Bob?' And I said, 'Probably, maybe,' and she said, 'I want to interview you about it.' I told her that we were going to have a flying pig theme. We were trying to come up with why people come to Cincinnati, and we were thinking about our target market being the average runner, and we wanted to have a lighthearted theme so we were going to run a marathon when pigs fly. It wasn't going to be called the Flying Pig Marathon, but it was the lead story on the Channel 9 news. Then the next day the lead story in the Cincinnati Enquirer said, 'Flying Pig Marathon coming to Cincinnati.'"

In the next two years, Bob created a nonprofit for the marathon and formed a board. "I saw all the problems of marathons that were for profit, and I thought making it really a part of the community was why I was doing it." Twenty-three years later, the Flying Pig Marathon draws runners of all abilities from around the globe and has remained true to Bob's vision of 'providing a premier event open to athletes of all abilities that is dedicated to supporting charities.' The event inspires community celebration and rewards the emotions of all participants, sponsors, volunteers and spectators."



“IT’S NOT THE MONEY. THAT’S A BY-PRODUCT. PART OF WHAT I WANT TO DO IN MY LIFE IS ACHIEVE THINGS THAT DRIVE THAT PASSION TO MAKE A DIFFERENCE AND DO GOOD THINGS. IF YOU THINK ABOUT DOING THE RIGHT THINGS FOR YOUR CLIENTS AND YOUR PEOPLE AND YOUR BUSINESS, IF YOU GET UP EVERY DAY THINKING ABOUT THAT, THEN I THINK YOU’RE MORE FULFILLED AT THE END OF THE DAY.”

Bob says the success of the marathon was just like the success of Paycor in many ways: “We had a great team, a clear mission, defined our target market and made sure the “first use” of the marathon created a positive buzz. And we worked hard and treated our participants like customers.”

Bob was successful and doing what he loved, so why retire? As he describes it, Paycor had to reinvent itself and go through many stressful changes over 29 years. Lots of challenges, rewards and stress. “I was feeling my health. I had broken my foot and it was very slow to heal. I went for my annual physical, and my numbers weren’t getting any better. I started to think about the next 20 years, for Paycor and for me, and listened to CEO friends talk about succession and not do it, so I decided to tell the board we should start the process.”

Retirement has allowed Bob to continue pursuing his passions. As he describes it, “People retire and they take what they’re good at and keep doing that. I’m doing that, but spending equal brainpower jumping into new domains and learning new things.

“I’m helping a company right now where the founder doesn’t know how to tell his growth story. I spent a few hours with him and I found out that his company is a gem. I’m excited about it. I actually think I can help him. And there’d be no better thing than if I could help him get a better outcome.

“I’m on the board at the Cincinnati Zoo. I took Thane Maynard, the Director of the Zoo, down to the Bahamas, where I built a home, so he could meet the environmentalists and speak with students. I’ve started a foundation to assist with conservation, food relief, backyard farming and youth development. It’s a lot of listening and figuring out connections. I’m getting involved with senior people at Bahamas National Trust, and together we’re supporting a new national park. I don’t have a lot of expertise in these areas, but I’m really enjoying the journey.”

A letter he wrote to his Paycor employees sums up his philosophy, “It’s not the money. That’s a by-product. Part of what I want to do in my life is achieve things that drive that passion to make a difference and do good things.

If you think about doing the right things for your clients and your people and your business, if you get up every day thinking about that, then I think you’re more fulfilled at the end of the day.” ■



Giving Credit Where Credit is Due

You might miss the entrance as you walk into the west end of the Armstrong Student Center. But across from the Pulley Diner is a door to a financial institution built by Miami students for Miami students and alumni, an institution that's been the first step into a career for many Farmer School and Miami University students over the years.

The First Miami Student Credit Union was created in a donated office in the Shriver Center in 1988. Ed Howe, now president and CEO of Enfield Technologies, was there at the beginning. **"At that time, the uptown banks actively discouraged student accounts. Students would bounce checks, students weren't good with credit cards, students had really small accounts. Students would want to come in to the teller and withdraw \$5 or \$10 at a time - it was just noise. And then of course, students would graduate and leave and close their account," he said.**

"The student government had formed a group to teach financial literacy to students. That's not part of a college curriculum, but it's so very important to college students graduating. So the student government got this idea that maybe they could also put together a bank, a credit union," Howe recalled. "At the time, the National Credit Union Administration was encouraging this concept of student-run credit unions. And there was a social mission aspect of 'for members by members.'"

"So we formed a team, and we had this empty room at Shriver, linoleum floors and some old second-hand desks. I was basically the first chief financial officer and, it turns out, I ended up being the head of marketing for a while," he remarked. "We started to create a bank. We were figuring out the operations, figuring out how to do the finance, figuring out how to comply with the regulators. Taking all that real-world learning and combining it with what we were learning in Accounting 101."

FMSCU is one of three of the two-dozen or so student credit unions created in the late 1980s and early 1990s that is still in operation. It offers services that banks do, such as checking accounts and credit cards, and services that many banks do not, such as "house accounts" for multiple people living together who share bills and "build your credit" loans, which help Miami students establish credit through secured loans or secured credit cards. "It's a great way for somebody to get their credit started, especially college students who don't have any credit," Executive director Herbert Kwofie explained. "It's a secure way to allow people to start and build their credit and credit score."

"That's a very unique product," RBS Greenwich Capital managing director and FMSCU board member Bob Pucel noted. "My daughter had a build-your-credit loan, and when she graduated, her FICO score was 750."

Kwofie said the credit union also offers students opportunities that many internships do not. "It allows students who have a passion for their career and their interests to help others who want to be more financially sound in the future, more economically independent."

The credit union doesn't just need business students to work there, Pucel explained. "We've got people in human resources, we have people in marketing, we have people in compliance, we have people on the product side. There's no single kind of personality that fits because it offers so many different opportunities for so many college majors."

Tessa Newland, a 2014 economics graduate, is now corporate sales associate director at Standard Chartered Bank in New York City. "I joined FMSCU in 2012 during my sophomore year after adding economics as a double major with international studies," she recalled. "When I looked into various organizations I could get involved in to learn more about financial services, I wanted something that would give me the most hands-on experience and that I could really make my own."



She went on to become vice president of financial education at the credit union. “I developed presentations focused on financial literacy topics including debits/credits, budgeting, credit scores, etc. for other organizations and classes on campus. FMSCU provided the perfect platform for me to learn more about how financial institutions operate, help students understand more about personal finance and connect our efforts to the broader university,” Newland said.

“I don’t think I appreciated it enough at the time but the internship is truly unlike any other co-curricular on campus or even at other universities. FMSCU was instrumental in exposing me to how business really works very early on and I enjoyed learning from others along the way,” Newland explained. “It prepared me for a career in finance in a multitude of ways. The internship teaches you the importance of day-to-day account management and servicing customers, something I think about and utilize every day on the trading floor dealing with large corporate clients. The experience also helped me gain confidence as a professional and I felt incredibly prepared to launch my career in New York.”

“First Miami is the epitome of an organization where you get what you put into the experience. I enjoyed the opportunity to work with my student peers as fellow interns and with our membership base. It might not provide compensation during the internship, but it provided numerous examples of self-motivation, real-life business experience working with the Board of Directors and financial regulators, and working in a team environment,” Bill McNamara, 2011 finance graduate, former FMSCU president/CEO, and current senior vice president at Omega Pensions pointed out. “I interviewed for an internship at the Cleveland Federal Reserve and within ten minutes of the interview starting, the compliance officer who I was meeting with flipped over my resume and I drew out the structure of the credit union on the back – I think that’s when it hit me how unique the experience really was to the outside world.”

“The experience I had at the credit union has been something that I’ve highlighted a lot. It’s been a real critical factor and even later in my career, it still mattered,” Howe noted. “Working at the credit union really is a defining element of a lot of people’s careers.” ■



Alexandra Griffin might be the founder and driving force behind specialty shortbread maker Alma Kitchen, but she had a different path in mind when she decided to attend Miami University. “I ended up at Miami originally as a theater major. I had been speaking with the theatre department for a while and it was something I was really passionate about growing up. But around the time of orientation, I realized, maybe on the advice of my parents, that I should consider at least a minor in something as a backup,” she recalled. “I spent some time researching the business school and understanding the programming, and was really excited about it. So after a lot of thought, I made the decision to switch to marketing and then joined the business school and stayed really involved with it.

“I did my marketing capstone with Gillian Oakenfull. Her approach to teaching, the way she helps you simplify a really complex problem, made that class one of the most impactful courses that I had while I was at Miami,” Griffin said. “It continues to really be a reminder of how to address problems and think about things in a really linear and pragmatic way. That class was certainly a favorite, and my relationship with her was one I’ll always look back on fondly.”

During her time at Miami, Griffin was part of the Business Student Advisory Council, started the Women in Business student organization, had a couple of internships with Dunkin Donuts and spent a semester studying marketing in Barcelona. After graduating in 2012, she had jobs at Dunkin, Hasbro, MillerCoors and Chew.

As you might notice from most of the places she’s worked, Griffin has an affection for food.

“I think even as a young girl, food was sort of always my love language. I would look for any excuse to bake for friends, family, even new neighbors. And I’d often take a recipe and make small tweaks here and there to create something I felt like was my own. So I suppose in retrospect, it’s not surprising that it’s been such a constant thread, but clearly it’s something that I’m really passionate about,” she remarked.





So when she stepped away from her job at Chew in early 2020, Griffin decided to turn to her love language again, thanks in part to an earlier experience in the kitchen. “The idea for botanical shortbread came from a project I was working on to plan my sister in law’s baby shower. I had seen photos online and I thought they were really beautiful and great for an event like that. And as a probably overconfident amateur baker, I thought, ‘Well of course I could make that!’ It turned out working with edible flowers was way more difficult than I anticipated. They’re beautiful, but quite finicky, so I ended up having to abort that idea for the baby shower.

“I started thinking back on that experience and that idea of shortbread and I realized a few things. The first is that historically, this idea of nature-inspired food has really been seen through the lens of nutrition and, to an extent, taste. Both are incredibly important, but in my mind, food should be just as beautiful as it is nutritious,” Griffin said. “Second, I think as a society we’re becoming more conscious about our impact on the environment and it’s never been more important to do our part to protect nature, to champion sustainability initiatives. I got to thinking that there could be this really interesting case where we have a luxury consumable good, that is inspired by nature, but it would also have large sustainability components. I think with everything that was happening with COVID at the time, folks wanted to have that reconnection with nature but also be able to connect with each other in person. Sending a box of shortbread to someone that’s across the country is actually a perfect way to do that.”

Using borrowed kitchen space, some part-time help and a website, Alma Kitchen was born, even though Griffin wasn’t entirely certain what kind of success Alma Kitchen would find. “It’s funny because I think when I originally started, I didn’t really know what it would evolve into. It felt more like a passion project, something that I needed to pursue, because we were all sort of looking for joy in those moments during the beginning of the pandemic, so I felt like this would just be a really fun, maybe side project. I think true to form, I couldn’t really just do it a little bit, I needed to do it full out. So that meant bringing on artists and photographers,” she recalled. “As we slowly started to build the brand I realized, ‘OK, I think this is actually something’ and then I started building a forecast. But it was so hard to predict because when you’re working from a small base, you could get an order for 70 or 100 boxes for a brand or an event or a wedding and that can just totally blow our numbers out of the water. So that sort of planning is tough with this type of business.”

If she thought that wedding orders were going to mess with her forecast numbers, Griffin soon learned, happily, that other factors were about to change the demand for her shortbread. “We were in a Veranda Magazine Gift Guide for Christmas and that was sort of the first placement that we had in in press. But I think the first ‘Oh Lord’ moment was when we were covered by Town and Country Magazine for the top destinations to order cookies online,” she said. “I think the article must have gotten a lot of traction because they then posted a picture of Alma on the Town and Country Instagram page. I woke up and looked at my phone and we had 30 orders and 1500 new Instagram followers and then 90 orders within a 24-hour period.”

“AS WE SLOWLY STARTED TO BUILD THE BRAND I REALIZED, ‘OK, I THINK THIS IS ACTUALLY SOMETHING’ AND THEN I STARTED BUILDING A FORECAST.”



Those mentions were followed by appearances in Vogue, Harper's Bazaar and Martha Stewart, ensuring that at one point, orders were full until sometime in 2021. "We're at the point now where we need to go after a raise, because we need a new facility, one that is our own. We need to hire a larger staff because I'm managing several roles and it's just not sustainable anymore. So as much as I would love to be in the kitchen and helping all the time, my attention and time needs to be driving top-line growth," Griffin said. "Even my long-suffering husband had to come in last week and help us get orders out."

And she's structured the business to help customers feel good about their purchase from a sustainability aspect. "For every 12 pack that's purchased, we donate \$2 to the Nature Conservancy, which funds the planting of a tree. We also are carbon-neutral with all of our shipping, so we offset all of the carbon emissions from all of our shipments to consumers," Griffin said.

While Alma Kitchen's present state could be described as tasty, Griffin is starting to think about ways to make the future delicious. "Our ambition has always been very much to grow beyond just shortbread and confections, and really apply our vision and mission to a variety of food and beverage categories, maybe even expand beyond food and beverage. Although we're currently solidly situated within a gifting occasion, I would love to extend into other categories that might allow someone to be purchasing for themselves, something they might eat more frequently than an indulgent cookie or shortbread, a true food and beverage lifestyle brand," she remarked.

"Apart from product and category growth, I would really love for us to eventually launch a nonprofit arm. Sustainability is part of our DNA and something that's very important to me. I'd like to find ways to not only champion specific initiatives on our commercial side, but also help raise awareness and support causes outside of our for-profit ventures." ■

"I THINK EVEN AS A YOUNG GIRL, FOOD WAS SORT OF ALWAYS MY LOVE LANGUAGE. I WOULD LOOK FOR ANY EXCUSE TO BAKE FOR FRIENDS, FAMILY, EVEN NEW NEIGHBORS."





FACULTY NEWS

PROMOTIONS (effective July 1):

TO PROFESSOR:

Charles Moul, Economics
Pete Salzarulo, Management

TENURE AND ASSOCIATE PROFESSOR:

Lee Biggerstaff, Finance
Qing Liao Burke, Accountancy
Scott Dust, Management
Brad Goldie, Finance
Hannah Lee, Marketing
Xi Liu, Finance
Waldyn Martinez, Information Systems and Analytics
Monique Murfield, Management
Jonathan Pyzoha, Accountancy
Austin Smith, Economics
Ejindu Ume, Economics
Matthew Wieland, Accountancy
Jonathan Wolff, Economics

NEW NAMED PROFESSORSHIPS:

Tom Boulton, Department of Finance: Jack R. Anderson Professor
Scott Dust, Department of Management: Raymond E. Glos Professor
Chris Sutter, Department of Entrepreneurship: David F. Herche Professor

FACULTY AWARD

Winners



TIM HOLCOMB

Chair & Director, John W. Altman
Institute for Entrepreneurship &
Endres Associate Professor Fellow
*Richard K. Smucker Teaching Excellence
Award as the Outstanding Professor*



JONATHAN PYZOHA

PricewaterhouseCoopers Assistant
Professor of Accountancy
(until 7/1/21)
*Richard K. Smucker Teaching Excellence
Award as the Outstanding Junior
Professor*



KAREN MEYERS

Visiting Assistant Professor –
Business Legal Studies
*Richard K. Smucker Teaching Excellence
Award as the Outstanding Clinical
Professor*



TOM BOULTON

Lindmor Professor of Finance
Farmer School of Business Senior
Faculty Award for Research Excellence



LEE BIGGERSTAFF

Armco Alumni Professor of Finance
*James Robeson Junior Faculty Award for
Research Excellence*



TERRI BARR

Professor of Marketing
Service Excellence Award

BOARD OF VISITORS

RICHARD T. FARMER
Founder and Chairman Emeritus
Cintas Corporation

AMY ALTMAN
COO
Reliant Immune Diagnostics

C. MICHAEL ARMSTRONG
Retired Chairman of the Board of Trustees
John Hopkins Medicine
Chairman of Comcast and the former Chairman & CEO of
AT&T and Hughes Electronics

S. BIFF BOWMAN
CFO (retired)
The Northern Trust Company

ROBERT E. COLETTI
Partner
Keating Muething & Klekamp PLL

SCOTT D. FARMER
Chairman and CEO
Cintas Corporation

STEPHANIE FERRIS
Board member – Lululemon Athletica
Former COO of FIS and CFO of Worldpay

CHRISTOPHER M. GORMAN
Chairman, Chief Executive Officer, and President
KeyCorp
Director, *Keycorp*

MARK RIDENOUR
President
DALE Management Co., LLC

ANDREA SAIA
Board of Directors
Align Technology and LivaNova

RICHARD K. SMUCKER
CEO (retired)

EMERITUS MEMBERS:

JOHN W. ALTMAN
Miami University Trustee Emeritus and Retired Richard A.
Forsythe Professor of Entrepreneurship

ROGER L. HOWE
President, Howe Investment Co.
Chairman (retired), U.S. Precision Lens, Inc.

BUSINESS ADVISORY COUNCIL MEMBERS

JIM BARR
CEO
Nautilus, Inc.

MARC BEER
Co-Founder, Chairman and CEO
Renovia Inc.

BRANDON CRUZ
Co-Founder & Chief Strategy Officer
GoHealth

DAVID DAUCH
Chairman & CEO
American Axle & Manufacturing

JIM FOWLER
EVP and CIO
Nationwide

PAUL GALAT
Managing Partner
PDG Capital

MICHELLE GIRARD
Managing Director, Chief US Economist
NatWest Markets, Royal Bank of Scotland

RYAN GRAVES
Founder/CEO
Saltwater Capital

JILLIAN GRIFFITHS
Partner/COO
Clayton, Dubilier & Rice

GEORGE HEATH
President, Global Finishes Group (Retired)
The Sherwin-Williams Company

TAMMY IZZO
Partner, Advisory Compliance Services Solution Leader
(retired)
EY

MATT JENNINGS
Operating Partner
Kohlberg & Company

GREGORY K. JONES
Founding Partner and COO
The Edgewater Funds

LORI KAISER
Founder & CEO
Kaiser Consulting

BRUCE KNOOIHUIZEN
CFO (Retired)
Rackspace

TOM KUZIO
Managing Partner
The Kuzio Group

MS. TRISH LUKASIK
Operating Partner
Atlantic Street Capital

JAMIE MILLER
CFO
Cargill (effective 6/1/21)

MARK MITTEN
Founder and Managing Partner
The Mitten Group

PATTY MORRISON
Director
Aramark and Splunk

YULEE NEWSOME
Account Executive
Salesforce

BRIAN NICCOL
CEO
Chipotle

MARY LYNN PHILLIPS
SVP - Finance
Stop & Shop

DAVID PROBST
Partner
Stonehenge Structured Finance Partners

NICHOLAS QUIL
President
HBR Consulting

RON RICE
President and COO (Retired)
RPM International

DOUG SCHOSSER
EVP
Key Corporate Bank

JUSTIN SHEPERD
Partner, Chief Investment Officer (Retired)
Aurora Investment Management L.L.C.

DENIS SIMON
Sr. EVP
Challenger, Gray & Christmas

BRETT STOVER
President & Chief Commercialization Officer
Alveo Health

BRITT TRUKENBROD
Managing Director & Partner
William Blair Company

J. SCOTT WHITE
CEO
Edsal Sandusky Corporation Zhongshan

BRIAN WOLFE
Partner
Kirkland & Ellis LLP

BRIAN YOUNG
Chief Commercial Officer
Johnson Controls



800 EAST HIGH STREET, OXFORD, OH 45056

THE FARMER SCHOOL OF BUSINESS

