# FARMER SCHOOL OF BUSINESS

**SUMMER 2019** 



**HIGHLIGHTS:** 

THE ROAD LESS TAKEN: JOE FLANNERY '93

PUTTING OUR MONEY WHERE THEIR MOUTHS ARE P38

MARTI KYGER: IT'S ALL **ABOUT THE STUDENTS** 







FARMER SCHOOL OF BUSINESS

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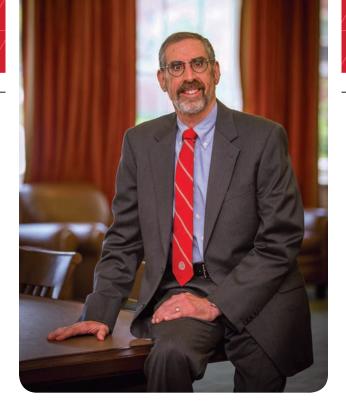
# – welcome –

We've been so busy with curriculum updates and enhancements and summer programs that it's hard for me to believe that we have already reached the midpoint of summer "break." It seems like just yesterday we sent the 1,084 members of the Farmer School class of 2019 on to the next stage of their journeys, and yet before we know it, we'll be welcoming in the more than 1,200 new first year students—the class of 2023.

While we're on the subject of students, in this issue of *The Journey* are several stories about current students and all the ways that they go beyond even our high expectations. Whether it's training puppies to be service dogs, or bonding with special needs children, **their dedication to changing the world** is **heartwarming.** Others are using their skills to give back to the school by participating in our unique Finance 481: Student Run Investment class or our new Social Impact Fund.

The end of the semester also saw students turn the tables on salespeople from more than 30 organizations. Company representatives acted as customers and the students in Marketing 405: Creating Customer Value Through Marketing, gave them sales pitches for their own companies' products.

We also celebrate the dedication and impact Marti Kyger '79 has had in her 32 year career as assistant dean for enrollment management & director of divisional advising at Miami University and the Farmer School of Business. The positive impact she had on thousands of our students will be long remembered. We hope that reading her story will bring back positive memories for you, as well.



Also in this issue, Nicole Collins, director of global business programs, shares insights on how international study is a huge plus to students, both personally and professionally. We also recognize Dinesh Paliwal and John Altman, two outstanding alumni, as well as spotlighting the unique connection shared by Dan Sullivan, Jon Podany and Mike Whan, three '87 grads, and the inter-generational bond forged by '93 grad Joe Flannery and Michael Markesbery '15.

I hope reading The Journey makes you as proud to be a member of the Miami and Farmer School families as it does me.

Love and Honor,

Marc Rubin '75

Dean and Mitchell P. Rales Chair in Business Leadership



# **HAPPY CAMPERS**

From Richard T. Farmer's office, to a Procter and Gamble boardroom, to the Cincinnati Bengals locker room, a group of high school students learned about the ways their future could take shape at the Discover U in Business Camp at the Farmer School of Business. It was the fifth year for the camp, which targets students from historically underrepresented populations or those who have a commitment to promoting a deeper understanding of and appreciation for diversity. More than 200 students applied this year for the 25 slots available at the camp, which is free for participants thanks to corporate support.

# "I think it's important that they have that exposure at this age.

It's really hard to know what you want, but this is an opportunity where they can maybe see it a little bit, get a little peek inside the window there and then see themselves coming here and exploring even further where they could be in terms of their career," Director of Student Organizations & Diversity Michelle Thomas said.

"I'm here because I have an interest in science and medicine, biology, stuff like that, but I also have an interest in business," Hawken School senior Jordyn Singleton said. "I really like clothing and marketing and figuring out how to market to other people, but I didn't know if that's something I really want to do."

The main part of the camp started as students boarded a bus early Friday to visit several Cincinnati companies. The first stop was at Cintas' headquarters in Mason, where the students learned about Cintas and its business divisions, participated in group innovation exercises, and toured the complex.

"I would like them to take away a lot about Cintas' culture, how we are inclusive, how we have all different types of folks that work for us, all different backgrounds, all different interests," Cintas campus talent acquisition manager Kara Armstrong explained. "You bring your genuine authentic self to the table and you need to find a company that matches that and has the same values as you do. So they're young and this is the time to do it because it goes by fast and then you're in college and you're trying to find that right fit. So I think that doing it early like this and exploring these companies is really beneficial."

From Mason, the bus traveled to Cincinnati to visit David J. Joseph Company, the camp's sponsor and one of the largest recycling and scrap metal management companies in the nation. The students were told about the business, shown some promotional videos, then asked to come up with an idea for their own informational video about the company and record it.





# "I think this sort of camp opens their eyes to what's out there,

different companies, professionalism and seeing that there's a lot of different companies out there that maybe they didn't think of," DJJ recruiting manager Dawn Andreadis said. "I hope that they see that this is a company where people care, that we have a great culture, that we don't do this because we want to hire anybody out of it, but because we really care about our relationship with Miami and the young people that are going out into the world."

A short bus ride brought the group to P&G's headquarters, where the students met with Farmer School students interning at the company this summer to learn about their

experiences, found out more about the company's history, its products, and its messaging, then were tasked with brainstorming new ways that the company could showcase its #LoveTheChange campaign for Pampers diapers.

"I think the biggest thing for us is sharing our knowledge, sharing the experiences that we have, sharing the importance of Procter and Gamble and what we can do for our community," commercial finance manager John Schieman noted. "We have tons of people and tons of opportunities to build knowledge and build experiences, especially for young people so that they can grow as they go into college and take these experiences, become better college students, and eventually come into the workforce and hopefully work for Procter and Gamble, be an active part of our community and our company."

The trip finished up with a visit to the Cincinnati Bengals' Paul Brown Stadium, where the students toured the locker room and walked out on the field before hearing advice from a ticket sales manager about how sports and business merge, as well as the kinds of jobs with the Bengals for business students, followed by a dinner in West Chester with a Farmer School alum who talked about his path in the business world.

Harvey High School senior Ricardo Moreno said the visits helped him see a possible path for his future. "I liked the



marketing side of the businesses. The people who took us on the tours gave me a good look at how their companies and their manufacturing works," he said. "I also wanted to see the Miami campus and see what the Farmer School of Business was all about."

"I've learned a lot of real life experiences. I've heard about people's stories about their college experiences and the things that they've done, how to really get the most out of everything you do," Lakota West senior Jessica Tachie noted. "I also learned about confidence, that you should be confident in everything you do."

In Singleton's case, the experience broadened her mind somewhat more than she expected. "I actually have more questions than answers now," she laughed. "But I think it was a really good experience to see how different organizations worked, because they were all different sizes, so to see how their processes work was educational as well."

Janee' Dunigan is a sophomore human capital management major at the Farmer School and was a chaperone for the camp this year. But two years ago, she was one of the high school students attending the camp, and one of the 90 percent of camp participants who end up applying to Miami.

"I fell in love with Miami and I think that's what sealed the deal that I needed to come here for my education," she recalled. "I was able to see companies that have an interest in young students and found my interest in them as well. So I definitely met, basically, my future. That's what I was looking for."









**JOE FLANNERY** became an entrepreneur to finance his lifestyle. Like many successful entrepreneurs, he was creative, focused and determined. He was also 13 years old.

His grand scheme was to earn enough money to be able to go skiing and camping with his friends. "I was one of those kids who was always focused on business. Anything that I wanted above and beyond what a normal kid would get from their parents, I had to make my own money to fund it.

I had wanderlust and always wanted to go on camping trips and skiing trips. I was part of the Boy Scouts in Middletown (Ohio). I started selling Boy Scout cookies when I saw the girls were selling Girl Scout cookies to raise money—that was a life lesson, since my mom had me make cookies to deliver on my commitment from our neighbors. I started promoting concerts in middle school in order to raise money for the Explorers to go on camping trips—a business I continued through college."

That early experience planted the seed for what has become a life well lived on the road less taken.

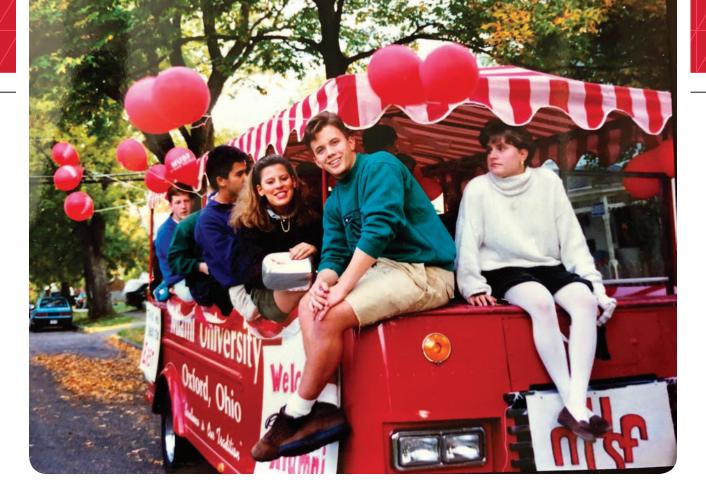


# Why did you choose Miami and the Farmer School?

Joe Flannery (JF): My high school had a collaborative AP program with Miami's campus in Middletown. I started taking courses there my sophomore year in high school. I really enjoyed the professors and the experience of literally walking up over hill and across the street and to that campus.

When it was time to choose a college, my parents said, 'This is how much money you have for your education.' I looked at the different options—the financially practical choice for the best education was Miami, but it was ultimately an emotional choice too: the first time my dad took me to the Oxford campus for a big tour was one of those most epic, iconic, stunning spring days in April. And it was just too perfect. So I decided to go to Miami.'

I wanted to major in business because I already really enjoyed creating and running businesses. It's part of my DNA and it was just the most natural thing for me to go into.





# Were there any moments, people or experiences that were pivotal for you?

JF: I had an incredible blend of impactful experiences and relationships at Miami—highlights included international study, a mentor and professors.

I did a summer program with the German department at both Heidelberg University and Humboldt University in East Berlin. I think that was '91, so only two years after the Wall came down which made it an incredible experience. I had already made the decision that as soon as I graduated, I was going to go around the world.

I also joined the Miami University Student Foundation (MUSF) in my freshman year and was paired with John Jellinek '67, then president of Jelco Ventures, Inc., a private equity investment firm, as my mentor. I worked at Jelco for a week...and then a summer...and then almost every summer during college.

I went from the factory line, to the ledger accounting department, to the marketing and sales department, to

the FP&A and Strategy department. If I didn't have that experience provided to me through the connections that Miami offered, I wouldn't be where I am today.

Two of my professors, Dr. Tom Boyd and Dr. John Altman both took an interest in my educational development.

I still stay in touch with them and consider them friends today. When I was about to graduate, I was torn between an entrepreneurial opportunity and some more traditional opportunities with Procter & Gamble and some sales positions.

I remember going to have breakfast with John and Tom at Phillips 27—the restaurant on State Route 27, and the three of us talking about my career opportunities. They asked a lot of questions. They helped guide me to make the decision to go down a much more entrepreneurial path. That meal was one of the defining moments of my experience at Miami. It literally shaped my future.





You'd like to think that professors care and take an interest, but when you talk about just going and sitting out and having breakfast with them while they hash out what your future should look like. I don't think a lot of students at other schools have that kind of relationship.

# Did those experiences impact your career?

JF: Absolutely. John Jellinek is a passionate sportsman and over the course of working with him, I found myself disproportionately interested in sporting goods businesses. I found and recommended an investment in a company that had a patented technology for an add-on to roller blades. Being an avid skier, it really resonated with me. It was a handbrake system that you could put on roller blades so you could blade down a mountain paved road and experience the thrill of skiing while on roller blades, but the braking was designed to prevent you from killing yourself.

When the company was sold to Bauer (hockey equipment manufacturer), I was asked to go with the acquisition—first to Vermont, then to Montreal.

A year after I went to Bauer, Nike bought them. Nike did a talent audit and I got promoted to director of product.

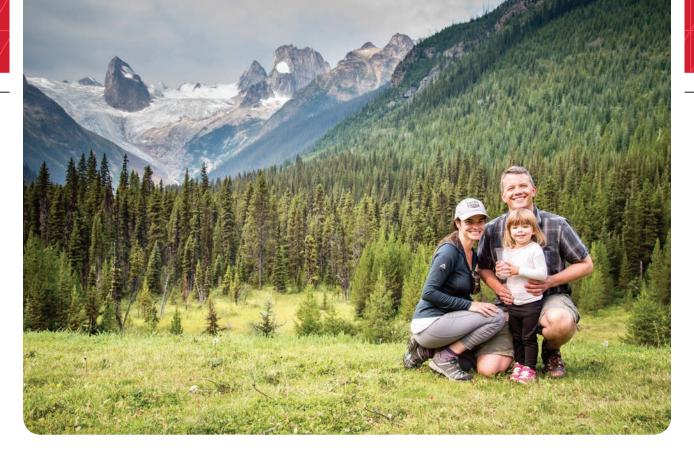
# In less than two and a half years, I went from working with a start-up to the largest sporting goods company in the world.

I eventually decided to make a jump, going to work for Adidas, where I spent the most formative part of my career, almost a decade. They rotate people every 24 months. And I had so many different opportunities, all over the world during those ten years. It combined a lot of my interests—business, sports, international travel, and my love of Germany. I learned so much there, and I still have a tremendous amount of love and respect for that company.



# So why did you leave Adidas?

JF: It was primarily a personal decision. I was traveling a ton—splitting time between Portland and Germany. My parents relocated to the west coast because my only sibling had moved to the Bay Area. It was a time in their lives where I felt I needed to be closer to them. I requested and was granted permission to get out of a very strict contract with Adidas to look for a job in California. I received an



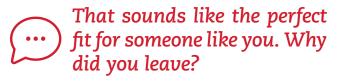
offer to become head of marketing for The North Face—continuing to combine my passion for adventure, sports, fashion, and business—and moved from Germany to San Francisco.

Eventually, I partnered with some very successful fundraisers and operators to create a venture fund to get my toe back into fundraising and entrepreneurship. We had the intent of going out with \$100 million to invest and we were looking to get a final commitment to put us over our threshold of covenants... the day that Lehman Brothers collapsed.

We turned that group into a consultancy group doing all types of work for private equity groups and family offices on their businesses, and worked on incredible companies in all different types of industries. But I continued to feel the pull of wanting to be on the "inside" of a company with hands-on impact.



JF: Soon after my daughter was born, I was recruited for an opportunity unlike anything I could have imagined in my career—to become president of Canadian Mountain Holidays—Heli-Skiing and Summer adventures (CMH). They invented the sport of helicopter skiing and have lodges throughout the backcountry of British Columbia, Canada. I moved with my wife, Kate, a Southern California native who spent many years in New Orleans and had never lived in the snow; and my four month-old daughter to Banff, Canada in the Canadian Rockies. This was another personally-influenced decision—Kate and I knew it would be a powerful experience for our young daughter. We had just an incredible time. **The culture in Canada is very much about community and living outside.** My daughter was on skis at age two (and my wife for the first time at age 38!), we frequently had herds of elk walking through our yard.



JF: It was an incredible experience, but it was a pretty extreme lifestyle and we expected it to be shorter-term. Right around the end of my contract, I was fortunate to be offered the perfect position—General Manager for Marmot—in the perfect place—Rohnert Park, California,

one exit on the freeway from my mother and sister and in the Bay Area we had called home for many years.

After three seven-plus month long below-freezing winters and with our daughter approaching the age of elementary school, we realized that we couldn't pass up the opportunity for such a great role near family and the area we most consider home (having both moved around a lot!).

A year later, I was promoted to my current position of SVP Tech Apparel for Newell—the parent company of more than 120 brands, including Marmot and ExOfficio. It's a \$10 billion consumer durables public company. I quickly discovered that there is what they call the Miami Mafia here—lots of alumni. And, we live on a small farm that is three miles away from my sister.



# Sounds like life is good, but how do you keep the entrepreneurial spark alive?

JF: I have worked for the smallest sporting goods company and the largest sporting goods company, and everything in between. I had the opportunity to be very actively mentored at Miami. Without those four individuals and many more, I would not be who I am today. I spent several years on the Farmer School Business Advisory Council, and now I have the opportunity to connect personally and deeply with Miami entrepreneurs because John Altman connected me to Tim Holcomb at the Institute for Entrepreneurship.

Tim introduced me to Michael (Markesbery '15, founder of OROS\*), and we completely hit it off. I talk to those guys almost daily. They've become friends. I'm on their board. They hired some ex-colleagues of mine that I've made recommendations based on their skill set and I have many friends now that are employed by OROS. Connections from Miami, connections from The North Face, connections from Adidas all working together to try to get some amazing things done. It connects me to that spectacular energy and sense of community that is Miami.

"The very best part of an old Professor's retirement is to watch his students become successful in business, raise families of their own, and give back to Miami University.

Joe Flannery fits this description perfectly. I am privileged to have studied with him my second year of teaching. In the intervening years he has stayed in touch, visited often, shared his journey, and helped our Entrepreneurship program.

Joe has been kind enough to say that I helped him get started. Yet, I never learned how to teach passion, commitment, & intellect. Joe brought all three to his studies."

— John W. Altman AB '60, DHL '92, Richard A. Forsythe Professor of Entrepreneurship (Ret.) and Trustee Emeritus, Miami University

"Joe is the type of person who, when he speaks, everyone listens. Joe is a board member at OROS, and a mentor to me. His industry experience (Former CMO of The North Face, current GM of Tech Apparel at Newell Brands) has proven invaluable as a board member, and his mentorship has helped me grow into an effective leader. Much of OROS' success is due to people like Joe, who is willing to take the time to coach me and share his experiences—I'm truly standing on the shoulders of giants."

— Michael Markesbery '15, Co-Founder & CEO, OROS

\*Michael and Rithvik Venna met as a pair of science geeks and adventure enthusiasts during their sophomore year at Miami. Michael, while on a climbing trip in the Alps, found that he had trouble staying warm despite being puffed up with layers of insulation. Upon return, he told Rithvik there had to be a better way.



So the two friends looked to the most extreme conditions imaginable, picked up a scholarship from NASA, and spent the remainder of college developing a flexible version of aerogel—the stuff used to insulate space stations. They called it SOLARCORE. During their senior year, with their first consumer product, the Orion Parka, they launched Oros.

# "FRAT FRIDAY" CREATES CONNECTIONS



On a gray, cool Friday afternoon, a group of children in the multiple disabilities program at Bridgeport Elementary School in Hamilton, Ohio waits expectantly for their weekly visit from their "Frat Friends," a group of Miami University students who are Pi Kappa Phi fraternity members.

"The program began about four years ago, and it has grown tremendously since that time. Our students look forward to the visits from the fraternity members all week long," Hamilton City Schools physical therapist Angela Henson said. "The young men are so positive, very caring. They just enjoy spending time with them."

The fraternity members talk and play with the students, getting to know them while helping the students' socialization skills and providing strong role models for them.

"A lot of our kids have difficulty communicating, and we have seen more language out of them communicating to the students than we ever do in school," Henson explained. "We have kids that have a hard time developing relationships that have developed them with these guys that we couldn't have even dreamt they could have. It's been amazing to watch over the last four years."

Senior Sean McKeon is one of the fraternity members who has been visiting the Bridgeport class his entire college career. "College can be crazy, super busy with school, work,

all the different things. It's a special time each week where the rest of the world doesn't really matter. I'm never looking at my phone. Everything else goes on pause, and I get to be there in the moment, experience spending time with these kids. It's helped keep me sane, quite honestly," he pointed out. "It's almost like a therapy thing, but also it's a tremendous opportunity. These kids truly experience joy. The happiness that they have on their faces is so contagious. I could be having the worst day, and I go there and see their smiling faces, and everything else just goes completely out the window."

McKeon, a finance and accountancy major, is one of several Farmer School students who take part in the program. He said he recognizes that working and playing with the special needs students doesn't just make him feel good—it helps him develop skills that will come in handy when he moves into the business world.

"It's helped me experience things though different lenses and other people's perspectives," McKeon noted. "It's opened my mind to understand that people are different, and it's enabled me to be much more understanding, to meet people where they are. That'll go far in business, having that understanding."



Sophomore finance and accountancy major John Hayes is the fraternity's coordinator for the program. He said that being with the Bridgeport children has helped him personally and professionally. "I have two quantitative majors. It's a cycle of being in business organizations, doing my finance and accountancy work, study, study, study, relax, and keep on studying. Miami has plenty of platforms for professional development, but this is unique. I love working with these kids and there's nowhere else I'd like to be on Fridays. Some people go bowling, some party, but all Sean and I want to do is take part in Frat Fridays. I think blowing bubbles and racing cars with the kids at Bridgeport is the most fun thing I can think of for a Friday.

I think anytime you're selling yourself, working on communication, or showing unique involvement, that's obviously important for professional development. But I also think that unconsciously, we're really developing some really cool skills, teaching these kids social interaction, how to manage different things," Hayes pointed out. "I had to learn the project, coordinate rides and identify points of contact for the school. So I think there's some learning in the managerial side of things—being in charge, learning to take control. But then also, doing work that involves social interaction and building relationships, I think those two things are prime for anything from supply chain to finance."



Jack McNelis graduated from the Farmer School with a marketing degree in December, but he still shows up many Fridays as he prepares to start his job as an account coordinator in July.

"Being part of the program has changed me and the way that I interact with people. It's made it easier for me to understand, to formulate what I'm trying to say in a different way than what I think, which has then really helped me because you're not always going to be working with someone who thinks the same way as you," he explained. "Being able to take your message and put it in another way that they might understand is something that has really helped me in my four years. A lot of that, I'm sure, is due to the Bridgeport program."

"I think it's being a part of something bigger than themselves. I think it's moving out of their comfort zone. I think a lot of the students have maybe never been around somebody with special needs before they had this experience, so it's taught them a lot about people that are different from themselves, people with different needs, different socioeconomic backgrounds," Henson said. "I hope it's been a very worthwhile experience for them. They are the ones really driving this program."



hen senior marketing and fashion major Natalie
Utt walked across the stage with her classmates
at Millett Hall during the Farmer School Divisional
Recognition Ceremony in May, she was probably the easiest
to spot among the sea of red gowns. Utt was the only one
who had a four-footed sidekick with her.

"She just means everything to me. I know that she's taught me so much about being responsible and taking care of myself," Utt said of her dog, Zuky. "I feel like I've taught her a lot as well. I've taught her all these different tricks and commands and hopefully have set her up for success in becoming a service dog."

Utt and Zuky are part of Paws for a Cause Miami, a campus group that works to train future service animals. This school year, about two dozen dogs were part of the program and more than 120 students were certified to either be fosters or dog sitters.

"The students in the organization who are fostering dogs foster them during the socialization period of their training," adviser Renee Gottliebson explained. "So our students are not trainers themselves, but our students' jobs are to socialize the dogs and get them used to a variety of experiences and environments during the critical period of puppyhood when that's important."

The dogs, which come from several foster organizations, become part of the program when they are about 10 weeks old, having just finished several weeks learning basic commands from Department of Corrections prisoners. The dogs live with student fosters off-campus and accompany them to classes, hockey games, trips to malls and the occasional graduation. The fosters make weekly check-ins, submit monthly reports and attend monthly training sessions. Other students who aren't assigned a dog take on the role of dog sitter when a foster is unable to bring the dog where they are going.



"It's not just the moments you see them on campus, but this is a 24-hour job and they have to think about what they're going to do with these dogs over break, when they're sick, if they want to go abroad, if they want to go on a trip," Gottliebson noted. "It's like having a family member that they have to care for. So it takes quite a bit of dedication."

Junior finance and accountancy major Liza Haehnle said she signed up for the program in part because she was never able to have a dog as a child. "I joined my first semester freshman year and I was a general member, and then I started puppy sitting my second semester freshman year," she said. This is my second semester fostering, but kind of my sixth in the program."

Haehnle has had Sage, a Labrador/retriever mix, since Sage was 11 weeks old, and has watched her grow over the last eight months. "Seeing the progress is the most rewarding thing, coming from a dog who barely knew 'sit' or 'down' when we got her," Haehnle said. "She can hit the handicap button on doors. She can close cabinets when we say 'Close it."

"Compared to other dogs, she's just not a normal dog. She'll sit right next to me and lay down during class and by the end she's either watching me do my work or sleeping," Utt noted. "It's been really awesome even when it's been stressful because she's gotten so much better about having a longer attention span for these classes."

Zuky and Sage have often been in the Farmer School of Business, sometimes drawing a crowd of fans, asking if they can pet the dogs. A rule of thumb: When a service dog is standing, it's "on the job," and should not be touched. Once its foster has it sit or lay down, then it can be petted. "It's kind of hard because not everyone knows the rules, but you have to enforce them all the time as it's just part of the training so the dog doesn't get confused on what's acceptable and what's not," Haehnle explained. "I think the hardest part is just getting the rules known by everyone to help their training."

If it seems a lot like a job for both the dogs and the students, it's because one day, the dogs may have an important role to play in someone's life. At some point, usually between the ages of 10 months and two years, the dogs are evaluated for advanced training and, if they pass, one day getting a home where they are needed. "Ultimately the goal is for her to pass her evaluation and to be placed with a child that she can help for years to come," Haehnle noted.

# "It's honestly something that's so much bigger than yourself and so much bigger than your college experience, because you really are helping someone," Utt said.

The dogs that don't pass the evaluation are put up for adoption, and the waiting list for those dogs is lengthy. "Even when they flunk, even though they're not cut out for service dog life, they are great dogs," Haehnle remarked. "They're trained, they're very smart. So it's a great option to adopt them when they fail."

As she and Zuky crossed the stage at Millett, it was very much on Utt's mind that the moment wasn't just the end of her college career. Zuky would be leaving her the next day to continue her socialization training. But Utt said that even though she'll miss Zuky, she looks forward to seeing what her training allows her to do in the future. "I'm so excited to follow her story too, because her journey started with me. It's going to end in a couple of years where she's with a family and she's really helping someone."



# Marketing Students Meet the Challenge -RIGHT ON THE MARK-

Imagine being the person who sells shower curtains to Miami University as you listen to a group of Farmer School students as they attempt to sell you shower curtains. Or being a vice president at Graeter's as a student team works to convince you to buy Graeter's ice cream. Those are just a couple of the scenarios that have played out in the last few days as part of the Miami University Sales Challenge.

The Challenge got its start from Terri Barr in the 1990s, but the current version began with Dave Rosenthal in the mid-90s. "Regardless of whether they are going into sales, everybody sells. We all provide goods or services as our role in the world. We have to serve other people and we have to make a sale," Rosenthal noted. "Whether it's selling an idea, whether it's selling a service, or whether it's selling a product, we all need to sell."

Students formed teams who were then assigned to a person at the companies, shadowing them and learning how they sold their products to customers. Students then had to make sales presentations to the people they had been shadowing.

"I can't tell you the number of students who went out and had the experience with a company and said, 'Wow, this is great.' And the company said, 'Hey, this is a sharp kid.' And later in the year when it came time to recruit, those kids actually ended up going to work for them. Similarly, we had a whole lot of kids who said, 'Wow, I never knew that sales was this interesting or this cool,' and as a result, changed their focus to sales, but did not go to work with the companies that they actually went out and visited," Rosenthal recalled. "We also had a lot of students who went out and did this

and said, 'Oh dear God, I don't want to do this.' So it was really educational all the way around."

Marketing instructor Pat Lindsay has been using the Challenge every semester since 2014 in his Marketing 405: Creating Customer Value Through Marketing classes, and more than 30 companies took up the challenge this year. Eden Eisel's team was assigned to Graeter's executive vice president for sales George Denman. "We were able to follow Mr. Denman into a pitch to Kroger, right in their headquarters. There, we had the experience to see how a real-world scenario works," she said.

A few weeks later, Eisel and her team had to make their own sales pitch—to Denman. "They're Graeter's, and they're presenting to me, role playing as the Kroger buyer. They're presenting new flavors, and they'll go through the same process that I do when I'm presenting to Kroger," Denman explained. "It's surreal. Hopefully, they've done their homework and they're asking the right questions."

"My team strategized how to best divide roles in order to sell Graeter's Ice Cream products to Kroger. The hardest part for me and my team was educating ourselves on everything possible to make the sale," she said. "We missed some key points we needed to know; however, that is how learning works."

After shadowing Ferguson outside sales representative Trenton Nalls, Sarah Pisciotta and her teammates worked to put together their own sales pitch, using their own experience combined with information supplied by Nalls, some of which arrived only a day before their pitch.





"I think that trying to sell a product to someone who sells that same thing showed me how much industry expertise you gain from working in the field," Pisciotta explained. "As we were working to sell our product, our client asked questions that we hadn't even thought about.

explained. "As we were working to sell our product, our client asked questions that we hadn't even thought about. There are so many small details that are important to become an expert seller of a specific product."

For Nalls, the experience was helpful to his future sales work as well. "I actually got some things from their presentation that I can take back and incorporate into my own presentation," he said. "I really liked the fact that they went to a dorm and took a picture of the shower curtain in use, so that I knew that they qualified the product. I didn't even have that in my presentation."

Nalls and Denman, both Farmer School alumni, said they take part in the Sales Challenge because they enjoy giving back to the school and working with the students. "I try and give as much feedback as possible because they're in a sterile environment. You can run through literally step one through four. But in a real life situation, there's give-and-take between you and a stranger. Sometimes you have to put that in the back of your mind and then run it intuitively," Nalls said. "I'm always trying to continuously learn and continuously hone my craft. No better way to do it then go through these sales scenarios, kind of look at the textbook and then apply real-life situations to it."

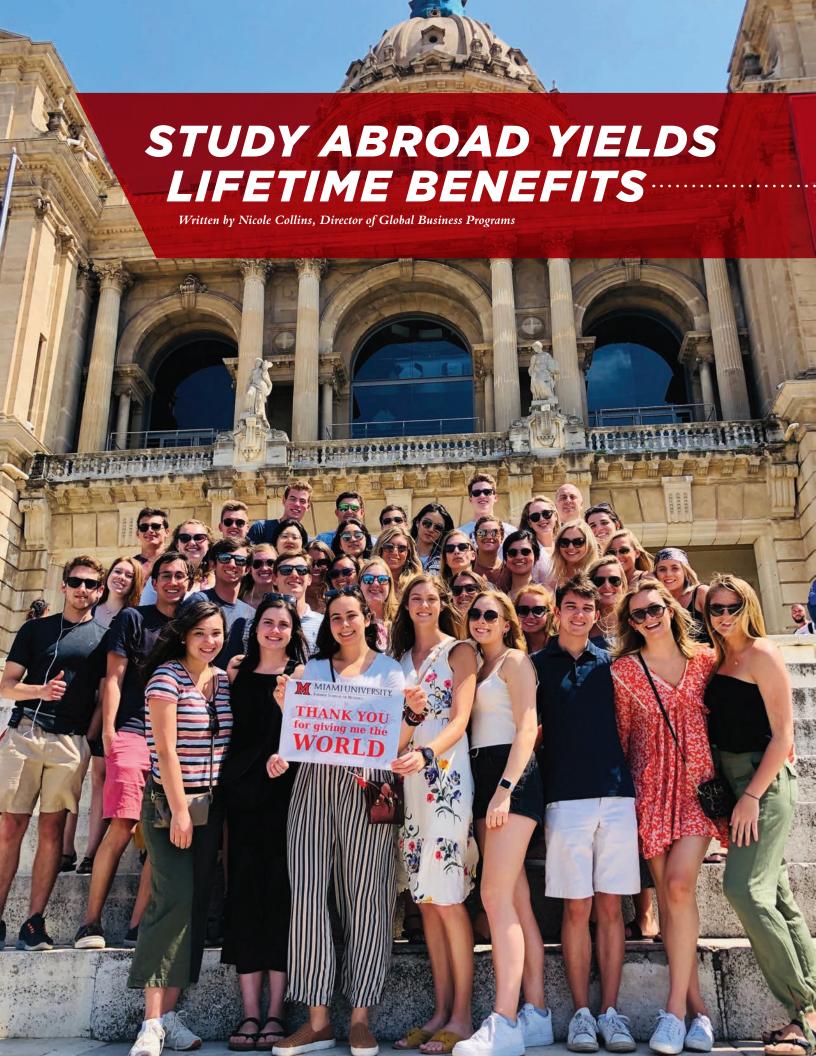
"We make sure they understand what our expectations are, and we'll walk them through successful presentations, show them what works and what doesn't work," Denman said. "There's great salespeople and mediocre salespeople, and we've seen both. We want these students to be considered great salespeople."

As for the students, the experience is helping to grow their own skills and initiative. "I think that the biggest thing I am taking away from the Sales Challenge is that each sales call is a different experience," Pisciotta said. "There are different things that come up, and different circumstances each time.

# The best thing to do is to just be flexible and ready for anything."

"(Lindsay) provided this opportunity for us so that we may practice and see our true strengths and weaknesses. My team will take the notes we have received and then improve upon what we have already done," Eisel explained. "Selling is not easy, and it takes quite a bit of failure. What we take from our failures and see what to change is how we truly grow as a professional."

"Whether you're actually going to be a sales person or whether you're going to be a manager and simply need to sell people on ideas, or whether you're going to be a teacher, the process remains the same," Rosenthal explained. "So there's a huge opportunity to learn how to interact with people and influence them for their benefit as well as your own."



hen it comes to study abroad, Miami University is one of the best in the country. This past academic year alone, Miami received the prestigious Simon Award for outstanding internationalization at the university, ranked #27 in the country for the number of students who study abroad, and celebrated the 50th anniversary of Miami's flagship international program in Luxembourg.

More than 65% of FSB students study abroad or away before graduation. Farmer and the FSB offers more than 15 programs in 25 countries. Ranging from internships in Hong Kong to finance courses in Europe, FSB students traverse the globe all year long.

It's hard to deny the transcendental magic of watching the lights sparkle on the Eiffel Tower, standing atop the ancient Great Wall of China, or catching your first glimpse of the iconic Sydney Opera House. But those benefits fail to capture the life-long rewards of studying abroad: professional benefits, improved academics and personal growth that outlive the selfies and keychains collected while abroad.

The American Council on Education highlights the importance of international education in higher education: "Today, colleges and universities are asked to prepare tomorrow's citizens not for a single career but for a life of unpredictable velocity and volatility. Simultaneously, they are asked to produce graduates who are capable of communication across borders and citizens who are invested with the capacity to navigate a transparent, permeable world."

The professional benefits of study abroad are evident in the numbers. A 2018 study by the Institute for the International Education of Students found that students who study abroad earn 25% more than their peers who did not study abroad. Over the course of a lifetime, this equates to more than \$500,000. The benefits are seen in non-monetary measures, as well; more than 80% of students studying abroad reported gaining valuable skills, adaptability and broadened career interests as a direct result of their international education.





I gained so much knowledge and life experience being a part of the Shanghai Internship program.

I developed an advanced skill set I can apply to future jobs, including problem solving, business and data analytics, communication, and writing skills.

- Kara '19

The benefits of studying abroad extend into the classroom, as well. The Georgia state university system found that students who studied abroad increased their GPAs twice as quickly as their peers after they returned. These benefits followed students after graduation, as 90% of students who studied abroad were accepted to their first or second choice graduate programs.

Not surprisingly, studying abroad also provides tremendous personal growth for students. In a recent survey of study abroad alumni, the overwhelming majority reported increased self-confidence (96%), increased maturity (97%), and higher tolerance for ambiguity (89%).

Dr. David Shrider, professor of finance, sees this personal transformation firsthand during his program, Asian Financial Markets. This program exposes students to global financial markets by visiting four of the most dynamic financial centers in Asia: Singapore, Hong Kong, Shanghai, and Beijing.

"By the end of the program, students have a very different view of Asia in general and China in particular," says Dr. Shrider. "They understand how the political realities of the Chinese system dictate many of the economic decisions the party makes. They have a much deeper appreciation for Chinese culture and the people. Most importantly, our students understand themselves much better after experiencing life in a culture so different from their own."

Students and faculty are not the only ones taking notice of this growth. Employers increasingly seek candidates with international experience. A recent survey of companies found that 40% of businesses failed to expand due to the lack of international experience on their staff. Perhaps this explains why 59% of employers report that study abroad is valuable for careers in their companies.

Students at the FSB leave Miami University uniquely prepared for the challenges of a diverse, global business environment. For those that study abroad, they leave with even more experience to share with future employers. And more importantly, they gain a new perspective and appreciation for this big old world we live in.



### PROFESSIONAL BENEFITS

Students who study abroad earn an average of

\$567,000 more over the course of their professional lifetime

97%

of students who studied abroad found employment within 6 months, vs. 49% of students who did not study abroad

80%

of students reported that their career interests expanded as a result of studying abroad

84%

of students reported they gained valuable job skills during their time abroad

85%

of students reported that studying abroad made them more adaptable in diverse workplace environments

57%

of business students believed study abroad contributed to a job offer

### SOURCES:

https://www.airsabroad.com/outcomes2018.pdf https://www.iesabroad.org/study-abroad/benefits/alumnisurvey-results

https://www.iie.org/employability

https://studyabroad.ucmerced.edu/study-abroad-statistics



At the end of the day, I have come to realize that humankind is a lot more similar than we may think. People who come from different parts of the world than me differ mainly in their behaviors and cultural tendencies, but generally have kind hearts. This program has truly helped me develop not only personally, but also professionally, because it has opened my eyes to the world.

.

-Emily '20





Nicole Collins is the director of global business programs at the Farmer School of Business. She was previously associate director of global programs at Miami University, and has more than a dozen years of experience in instruction, experiential learning, intercultural communication, management, crisis response, and student affairs. She is currently working on her Ph.D in educational leadership at Miami University.



It's 1983, and incoming first-year students Mike, Jon and Dan already have a few things in common. They all lived in Ohio prior to college, they all are competitive and they all enjoy sports.

Thirty-six years later, these three Farmer School (FSB) alumni have become masters of the game, leading three of golf's most prestigious organizations. Mike Whan is the commissioner of the LPGA. Jon Podany is the chief executive officer of Arnold Palmer Enterprises and president of the Arnold & Winnie Palmer Foundation. Dan Sullivan is the executive director of The Memorial Tournament presented by Nationwide and president of HNS Sports Group.

How they did it is as unlikely as where they ended up.

Mike was raised in Chicago, where one of his first summer jobs was as a caddy at the local country club. From there, he moved to the grounds crew. One of the perks was getting to play golf there for free, and Mike jumped at the chance. He continued working on golf courses after his family moved to Cincinnati during his junior year in high school.



"First thing I did was find the closest country club and give them my résumé." He noted, "I got a job cutting the greens and fairways for them. I ended up working on a golf course, literally, until I took my first post-Miami job at Procter & Gamble."



"When the Nicklaus first started the tournament, there was a gentleman named Joe Sugar who was a friend of my parents," Dan explained. "Mr. Sugar organized a bunch of kids from St. Agatha grade school and took us there to volunteer during the Pro-Am."

Dan had been introduced to golf and tennis by his parents and loved playing with his five brothers and sisters. He competed in local and regional tournaments throughout his teens.



Jon was born in Lima, Ohio, and grew up in Dearborn, Michigan. His parents and maternal grandparents played golf and made sure he started early—at the age of 3, with plastic clubs. Their family belonged to the country club, where Jon continued to play, caddy and work in the bag room and pro shop. By the time he was eight, he was playing in junior golf programs and in competitions before turning his attention to football in his early teens.

The trio chose Miami for many of the reasons thousands before and since have—the reputation of the university and the business school, the beauty of the campus and a connection with friends and family.

As a third-generation Miamian and the product of a Miami merger, Jon found it an easy decision. It was kind of like coming home since he had spent the first couple of years of his life on the Miami campus while his parents were students. The three lived in married student housing.

Dan's older brother, Tim '84, was studying political science at Miami, so little brother came to campus often.

"Visiting Miami, it didn't take me very long to realize that that was the perfect place for me to go to college. I knew I wanted to study business and had a sense that Miami was a great school to attend, based on my brother's experience." And the family connection to Miami didn't stop with Dan and Tim. Starting with their younger brother, Peter '88, and Dan's wife, Alyson (Coosaia) '88, there are 14 Miami grads between Dan's and Alyson's families.



Maybe you could say we knew a good thing when we saw it. Miami had a big influence on my personal and professional life, and for many others in my family.

-Dan

Living in Cincinnati, Mike was aware of Miami. He had been a quarterback for Anderson High School and hoped to play in college.

"Miami was my second school visit. We were walking with the coaches down to the stadium, and I remember my mom looking back at me, and saying, 'You're going to school here, aren't you?' And I said, 'If they give me an offer, I'm going to school here.' But they didn't give me an offer, and I still went

# to school here. It was a home run from the day I walked on campus."

It didn't take long for Mike and Jon to meet. Both were walk-on quarterbacks on the football team. Interfraternity sports and one year playing on the club tennis team brought Dan into the loop.

"Mike was a Pike, I was a Pi Phi and Jon was a Sigma Nu. We all kind of knew each other and were around each other through mutual friends, parties and sports."

With more than 15,000 Miami students, the three might not have remained connected by any more than a passing wave to a somewhat familiar face. Dan was a marketing major, Jon made the Miami football team and played for two years while working on his finance major, while Mike quickly moved on from football and turned his energy toward his communication major, with the plan of becoming a sports broadcaster. Less than a year later, he transferred to the business school as a finance and economics major.



I went to Miami because I wanted to be surrounded by talent that was a lot smarter than me. And it felt like everybody that I was meeting, that I was really overwhelmed with academically, were in business degrees. So, I went to my counselor and said, 'What's a tough business degree?' He said, 'Well, economics or finance,' and I said, 'Well, let's do that—let's do economics and finance.'

-Mike

Fate stepped in. The trio shared the unforgettable experience of an investments class with the legendary finance prof Bruce "Ole" Olsen, aka "Doc O."



"Doc O challenged me more than any other professor. I didn't even really like finance. But when he saw potential, he pushed you to get the most out of what it was. I end up interviewing with Goldman Sachs and a few other companies just because he told me I should. It's neat when you meet somebody that makes you think bigger about your upside potential than you thought before you met them," Mike recalled.

In 1987, Jon, Dan and Mike graduated. This is often when careers push college relationships to the back seat. Without the common factors of location and shared experiences, friendships can fade.

### Not this one.

Dan returned to his Columbus roots to intern at the Memorial Tournament.

"I had been a bartender and waiter the year before and met John Hines, who was leading the tournament. I asked if there were any internships available. I graduated on Sunday and started my internship the next morning at 8 in Dublin, which was a cold reality."

When the internship ended, Dan left and started a more traditional career in sales, but when John Hines offered him the position leading sales and marketing for the Memorial Tournament in 1991, Dan followed his heart back to golf.

"At the time, the Nicklaus organization was developing new properties in golf," Dan said. "It gave me a chance to be exposed to not only the Memorial, the PGA Tour event founded by Jack and Barbara Nicklaus in Dublin, Ohio, but also be a part of creating events from the ground up."

Dan has continued building the organization ever since. In 2000, he became the executive director for the Memorial Tournament and also partnered with Jack Nicklaus' son, Steve, and John Hines, to form HNS Sports Group, an event management, sponsorship, representation and hospitality management company specializing in golf.

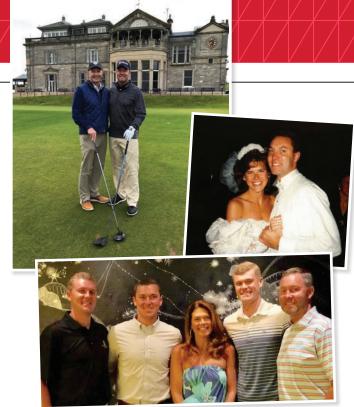


I am lucky to be able to work in an industry
I love and live with my wife, Alyson
(Coosaia '88), and four kids in a city,
Columbus, we grew to love.

-Dan

Jon and Mike graduated with offers in hand from Procter & Gamble, although at different Cincinnati facilities. But the Miami alumni network at P&G is tightknit, and the two saw each other frequently. When Mike's roommate moved out, he and Jon decided to share an apartment for the next several years. By that time, they had become close friends, as were their girlfriends (who became their wives). Because it's a really small world, Mike married Meg, one of Dan's best high school friends.

Would you leave a successful career for the chance to start a new one in an industry you loved?



As prestigious as a career at P&G is, both Mike and Jon left in the mid-'90s to start on a different course. Mike became vice president and general manager at Wilson Sporting Goods and then joined TaylorMade Golf as the vice president of marketing.

Jon left P&G to become the director of business development for the PGA Tour. Just two years later, he was promoted and became the youngest vice president of the tour. As senior vice president, Jon really made his mark. He was instrumental in securing more than \$1 billion in sponsorship revenue, including FedEx, BMW, Shell Oil and IBM. He spearheaded the "These Guys are Good" campaign, still popular today, and rebranded the "Senior PGA Tour" to the "Champions Tour."

Not to be outdone, in 2010, Mike was tapped as the commissioner of the LPGA, charged with reversing a decline in coverage, sponsorships and tournaments. He hesitated to accept the job, fearing even more time away from his family. It took some sage advice from a prior LPGA commissioner, Miami alum Charlie Mechem '52, to persuade him. One of his first acts as commissioner? Visiting Jon at the PGA Tour's offices to recruit him as chief marketing officer.

Over the next eight years, the LPGA's "dynamic duo" made great strides. In 2010, total official prize money for the LPGA was \$41.4 million. In 2018, it was \$65.35 million.

In 2010, there were 24 official tournaments. In 2018 there were 34 events across 14 countries, and the overall global television audience has grown to nearly 500 million.

But even more meaningful for Mike and Jon is the explosive growth in girls' interest in the sport. The number of girls taking part in the LPGA USGA Girls Golf program has soared from 4,500 in 2010 to 80,000 in 2018.

Jon's strategic leadership of the commercial aspects of the business, including tournaments, television/digital, sponsorship, sales and marketing, licensing and branding resulted in revenue growth of 88 percent.



At this rate, adult golf is going to be 50/50, and it's not going to be 50/50 by some lightning strike, it's going to be that because we're changing junior golf. So, if I'm being honest, commissioners come and go, and I'll just be another one when I leave, but the one thing we'll leave is that we'll leave women's golf better in the future.

-Mike





Late in September 2018, Jon left the LPGA in Daytona, Florida, for Orlando to become the CEO of Arnold Palmer Enterprises and president of the Arnold & Winnie Palmer Foundation. It was his opportunity to ensure the organization built by one of golf's most recognizable and beloved icons.

Speaking of his new position, Jon said, "Our focus is to carry forward Arnold Palmer's legacy and inspire generations to come to 'live a life well played.' We plan to do this by ensuring that the things that carry the Palmer name continue to thrive and positively impact others, including the Arnold Palmer Invitational, Arnold Palmer's Bay Hill, Arnold Palmer Cup, Arnold Palmer Hospital, Arnold Palmer Enterprises and so on. Keeping the brand strong will also help expand the impact and charitable giving of the Arnold & Winnie Palmer Foundation (formerly Arnie's Army Charitable Foundation)."

Today, Dan enters his 20th year of directing the Memorial Tournament presented by Nationwide, which remains one of the most prominent tournaments on the PGA Tour. HNS continues to grow and has developed and manages more than 20 professional, amateur, charity and corporate events across the country and internationally, and includes as clients Nationwide, Ally Financial, Children's Miracle Network, Big Lots, Wendy's, Discover Financial, Monterey Peninsula Foundation, Golf Channel and more.





Mike's, Dan's and Jon's careers, community commitments and families are more than enough to keep them busy non-stop, but somehow, they will always find a way to meet. Whether it's on a green or among red bricks, you can bet they'll be reliving stories of their Miami days and talking about that next round—in their personal and professional lives.

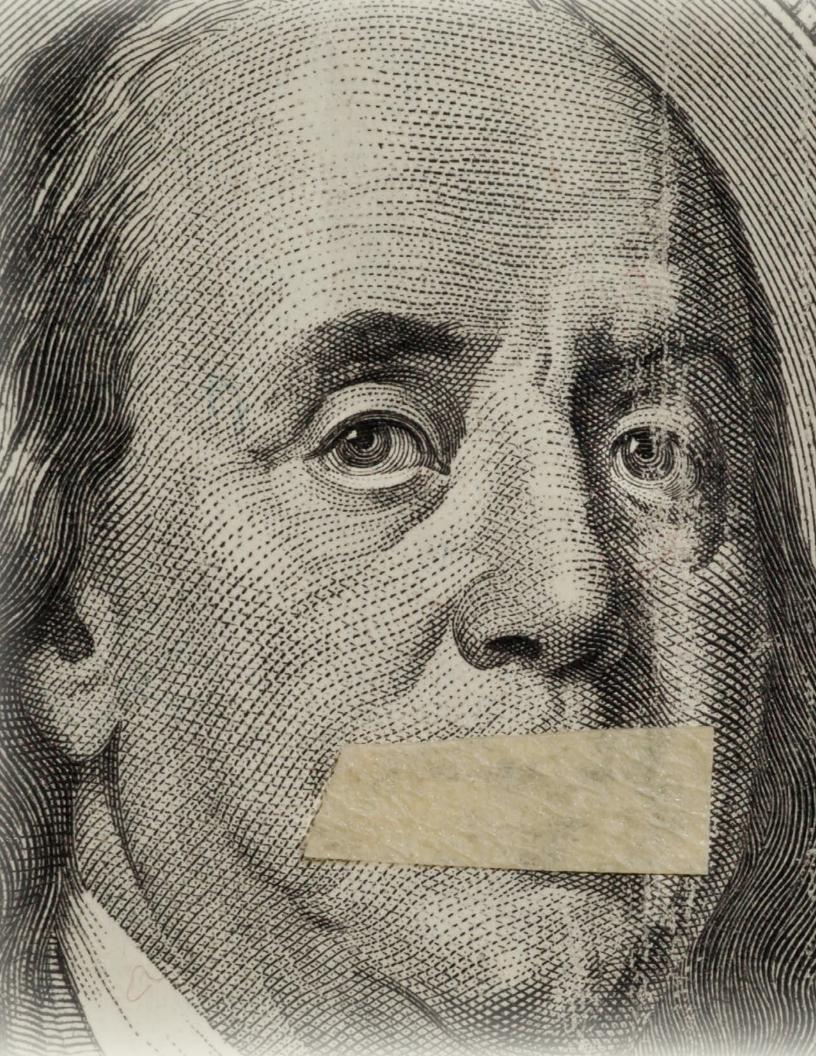


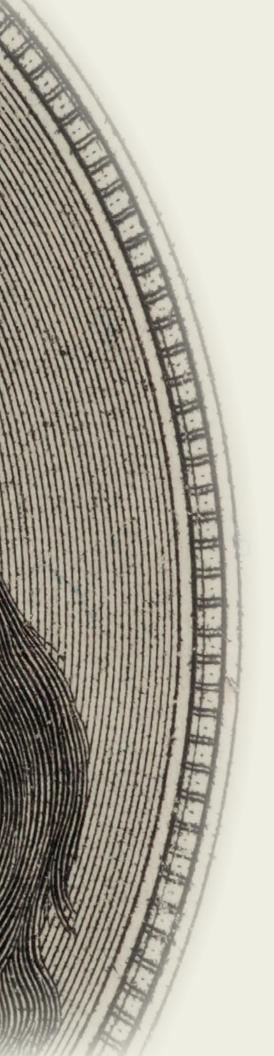
Every day we have the opportunity to work with our clients to create an event or a brand initiative that helps achieve their goals, which always includes generating funds for charity. There is an incredible amount of pride in creating a concept or an event and seeing immediate results. Just last year, events managed by HNS contributed more than \$25 million to charity. The fact that the golf industry, golf tournaments in particular, commit to give back is, no question, the most satisfying part of our work.

-Dan

My favorite thing about leading the Arnold Palmer business and foundation is just how positive people's feelings are about Mr. Palmer no matter where I go. Everyone I meet has an Arnold Palmer story and feels he touched them in some way. Thus, in meeting with people, it almost always starts out on a positive note.

-Jon





# Putting Our Money Where Their Mouths Are

"As we continue to expand our focus on skills-based learning, we are integrating even more innovative 'reality-based' experiences for our students. Providing courses and hands-on learning opportunities with real-world exposure in real-time with actual financial stakes presents our students with a unique educational experience that can't be replicated by hypothetical scenarios. We believe that our students are exceptionally talented. In fact, we believe it so much, that two new Farmer School offerings challenge students to make decisions that will financially impact the school," said Farmer School dean and Mitchell P. Rales Chair in Business Leadership, Marc Rubin. He pointed to two new student offerings—the Social Impact Fund and a new finance course, FIN 481: Student

Run Investment Fund—as examples of the strategy.

The finance department's new course offering, FIN 481: Student Run Investment Fund, is not the typical investment class where students build portfolios with "play" money. The \$300,000 they're investing is part of Miami University's endowment fund.

On the surface, Dr. David Salem's FIN 481 class is not substantially different from most investment classes found in top business schools. "We're trying to give the students a broad range of exposure to many aspects of portfolio management, and we're trying to expose them to material that would be on the CFA exam, which is geared toward investment management, then use those principals to expose students to the investment management process," he explained. But this course provided students with far more than three credit hours—skills that made them stand out when seeking their first job and the opportunity to invest real money.

"With this class, I had a great foundation in understanding where the economy is at and tying it to how the economy affects how people will be investing," Dominique Lotz '19 explained. "I think in my interviews, they were blown away with how much I knew."

"They asked me to give them a stock pitch, and I gave them a stock that was in the utilities sector, and they asked, 'One, why do you know this stock? Two, why are you presenting a utility stock? Three, where did you come up with this information?" Manny Hodzic, '19 said. "They were very thoroughly impressed by how in-depth I was able to go, coming from such an outside perspective."

"We had a speaker come in and tell us what the endowment does, and where that money serves. He told us the money was for future scholarships. As someone who's here on a full scholarship, that means a lot to me," Hodzic recalled. "It

makes you rethink every decision that you want to make and makes you take everything seriously. When I'm doing my research reports, I'm not stopping at the first analyst opinion I find. I find four more and average those out in order to get a full recap of everything that's out there right now."

"There's accountability to the endowment office. We draft our policy statement and so forth, and it has to be approved by the endowment," Salem noted. "It heightens the importance for everybody. I find that we've gotten very serious participation from students. The quality of work that I've seen across the two semesters we've done this has been very pleasing."

Salem said that he wants the students to be able to take all the things they're learned at the Farmer School and put them to use. "It's using the material and relating it to real life, giving purpose to everything we're doing," he said. "I tell them at the start of the class, 'Here's why you want to take this seriously. You'll be put in real-life situations here as an analyst, and all the material that we produce, you could take to an interview and say 'I am an analyst—this is work that I've done, this is work I hope to do at this job.' You know what you're getting out of me because I've already done it, and I've done it at a really high level with accountability."

Hodzic heeded Salem's advice—he took his classwork with him to Chicago when he interviewed at William Blair for an institutional equity associate position. "I actually brought my capital markets expenditure report and my stock report into the interview," he said. "I pulled it out and said 'This is what I've been working on throughout the entire semester, and this is the type of work that we do in this class, and this is why I joined this class. This is why I put myself through a hard semester so that I'm able to do this. When you hire me, this is what you can expect out of me."





John Moore, William Blair's head of Institutional Equity, called Hadzic up after a friend recommended him. He said that people can get a head start on finding their ability to handle responsibility and the pressures that come with it when they're handling real dollars. "There's a big difference between theoretical results and actual results, because obviously, if you're playing with make believe money, if you make a mistake, the consequences are imaginary," Moore noted. "If you make a mistake in real time, your consequences will have implications on investment results, which ultimately adversely impacts the intended outcome for the endowment or foundation."

Lotz was informally contacted by a recent Farmer School graduate, Trent Schumann, at Goldman Sachs, and brought up her experiences during the conversation. "She told me about this new class that was basically focusing on total portfolio management, but in this case, they're actually investing money on behalf of the school and making actual investment decisions," Schumann recalled. "I think that was really important in her experience and I think really, really impressive, in my opinion."

Lotz said she was looking for a private wealth management role when she interviewed at Goldman Sachs. "Being able to say 'I worked as a part of Miami's endowment,' and that I had exposure and an understanding of what was going on in the markets was the biggest thing," Lotz said. "I had eight back-to-back interviews, and every one of them had people asking, 'Hey, what's going on in the markets right now? Where do you think interest rates will be? Have you been reading about the Fed? What do you think about that? If you could allocate \$10 million into a portfolio, what would you invest in right now?""

Salem knows the students in his class work hard, so he works hard for them, too. "You're going to be challenged to be engaged at a high level, and I'm going to do everything possible to really get to know each student so that I can help to mentor them better and help figure out what buttons I need to push to get the most out of their potential,

he said. "It was interesting to see the response of students and the need and the hunger for real-world applications," Salem said. "I've found it's just really rewarding to go and engage with the next generation coming up and see what kind of impact that could have."

The Altman Institute for Entrepreneurship created a Social Impact Fund—one of the few such funds in the nation that is run by undergraduates. The students identify social entrepreneurship ventures for the fund to invest in, with any proceeds from the ownership stake the school has in these companies being used to invest in additional ventures.

Social Impact Fund creator Brett Smith said that at the basic level, the fund isn't very different from what students do at RedHawk Ventures, one of the first student-led seed stage venture capital funds in the U.S. "The whole purpose is to help educate our students on the funding side of entrepreneurship. We're just moving it from commercial or traditional entrepreneurship to social entrepreneurship," he pointed out. "So now, our students are sitting on the other side of funding social ventures. We're trying to educate our students on how to get engaged in what is increasingly being called impact investing, specifically investing in social ventures."

Social impact funds are part of the major trend in impact investing, which seeks to generate a positive social benefit alongside a financial return. A donation from Farmer School alumnus Art Collins made this fund possible. "My family and I have been actively involved with a number of organizations that are focused on helping people build sustainable enterprises to alleviate, and ultimately eliminate, the poverty in which they live," Collins remarked. "Miami students should have every possible opportunity to contribute to and learn from such ventures."

"We are grateful to Art Collins for making it possible for our students to have this experience, for allowing worthy social enterprises to move forward, and for the Center to create a self-sustaining fund," said Smith, founding director of the Center for Social Entrepreneurship.

The timing is great, Smith noted, because millennials seem to be putting more emphasis on doing good with the work they do. "They want to work for a company that has purpose.



Art Collins '69

They want to have their career have purpose," he said. "Funding of social ventures is as important as any part in the whole space of social entrepreneurship

because as we start to have social entrepreneurial ventures that are out there to solve a problem, for them to actually be able to scale, they're going to need funding."





Senior marketing and entrepreneurship major Laura Mena is the managing director of the student-led venture fund, RedHawk Ventures, and she was part of the Farmer School Venture Capital Investment Competition team that placed third in the nation last year. So it's probably not surprising that when she heard about the new Social Impact Fund, she was very interested.

"I didn't have experience setting up a fund, since RedHawk Ventures existed before I got here. In addition to that, I didn't have much background in social entrepreneurship," she explained. "So I figured that maybe I could be a valuable asset to the team based on the knowledge I do have, and it would also be a tremendous learning opportunity to fill the gaps in expertise that I don't have."

In May, the Center for Social Entrepreneurship announced a new initiative in partnership with Flywheel Social Enterprise Hub. "We were actually a cofounder of Flywheel, so the initiative is integrated with a partner that we know really well, we've seen their work, we know how they operate, we know the work that they do, and

we participate in it," Smith said. "If we can provide a sort of backend capital for their social entrepreneurship accelerator, and they can leverage that to get front-end philanthropic capital, they can get better companies."

"Flywheel can put them through this rigorous process and we can help provide the first set of risk capital on the back end. So all of a sudden, a venture has more money coming in, they have a great process, and they have some funding on the back end. We think that can really change the trajectory of the social ventures," Smith said.

For Mena and the other students, being part of the fund is also the latest, newest way to get education that will serve them beyond their college years. "The bread and butter of Miami is student experiential learning," she said. "So throwing students into the deep end, understanding what social impact really means nowadays, sourcing those deals, and working with nonprofits and startups that are really looking to solve a critical problem is going to be a great experience for everyone involved."



### Marti Kyger: It's All About the Students

Among the many important jobs at the Farmer School divisional recognition ceremony each May is that of reader—the people who read the names of each of the 1,000 or so Farmer School graduates as they cross the stage. It can be a daunting task—each reader will handle about 500 names that they won't see or know how to pronounce until moments before they are read.

And Marti Kyger wouldn't trade that job for any other.

"I get really jazzed up about that. I take it very seriously. I like to do it well. I hate making mistakes. I will try to count in my head after we're done at each graduation 'How many of them do I think I got wrong?' I never get them all right. But I try to get as close as I can," Kyger explained.

It's not just the pleasure that she gets from doing a job well that kept bringing Kyger back to the podium year after year. "When she's reading a name, she might've known that student their first year and know they overcame a lot of adversity, and now they're graduating and starting some great job somewhere," said Assistant Director of Academic Advising Chanelle White.

"Some of the ones I know best are the ones that have struggled, or ones we're trying to get to the finish line. So they're the ones that when I'm saying their name, I can look up and smile at them and nod my head," Kyger said.

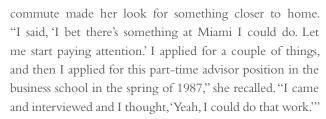
## "I'm probably as proud as their parents are."

But next May, someone else may need to take that role for Kyger, as she is retiring this summer after 32 years at Miami University and the Farmer School of Business.

Kyger was the third generation of her family to attend Miami when she transferred from Hanover College in August 1977. She met her future husband, Alan, on the first day she was on campus. "We met at delayed registration in Withrow Court, and it all happened based on the last digits of our Social Security numbers," Kyger recalled. They married in 1978, and she graduated with a BA in public administration in 1979.

After graduation, Kyger worked for a hospital in Middletown for several years, but having two young children and a





It was a part-time position to start, but soon became a full-time job, helping students declare their majors and minors, advising them on class choices and schedules, and introducing prospective students to the Farmer School. Eventually, Kyger became the Assistant Dean for Enrollment Management & Director of Divisional Advising, overseeing all of the Farmer School academic advisors and working to solve any problems that students or the school might face.

#### "That's my absolute favorite part of this job, day in and day out. Truly, my face lights up, my eyes get big, the wheels start to turn.

'OK, what is the most efficient, effective, successful way to solve a problem?' It can be an individual student's case. It could be figuring out how we're going to get all these people enrolled in things, how we're going to manage that," she noted. "Finding a new way and using the tools that my team brings to me. Typically they have all the tools. I sometimes have the idea of how this might work and then they help me get it done."





"Marti's always the person to approach everything with an ethic of care and think about how we're going to help them and how are we going to help their families, too," White said.

Kyger's also become the go-to source of information for everyone working with her. "Her knowledge is encyclopedic. That's one of the things that struck me," academic advisor Jim Stearns said. "There were so many times when something would happen, and I'd call Marti and she'd have the answer. It's just incredible how much she knows, and not just about the business school, but about other parts of the university."



"I have a good memory. I think when you engage with the material and you use it, it's easier to retain it, it's easier to present it. It's a natural instinct to remember where things came from and how we got to the place we're at," Kyger pointed out. "It certainly makes you feel that you can be efficient if you can just pull it out of the hat instead of having to go look it up every time."

Kyger said that over time, she found her niche among the Farmer School students that come for assistance, but it might not be the students you would expect. "I have the most concern and motivation for the average students. Sometimes they're not the ones that are getting a lot of touches because they're in trouble, and they're not the ones getting all the accolades because they're so good or strong," Kyger said. "I have tried to be the champion for the folks in the middle that are getting it done, persevering on their own. Often they are as resourceful, if not more resourceful than many of their peers. So I've tried to be the advocate for the average Joe. They need my help as much, if not more."



If you ask Kyger what she's going to miss about the Farmer School, you might get a sad smile, but you probably won't get a straight answer. Her co-workers, on the other hand, know their own answers.

"I'm going to miss Marti's positive attitude and energy toward everything that was work and wasn't work," academic advisor Jacob Drees said. "She just has this amazing aura and positive outlook on life. You could come into work maybe not feeling like the greatest, but she has a way of just brightening things up."

"What will I miss about her? Everything. Her energy, her smile, her enthusiasm, her incredible wealth of knowledge and the way she championed students within our office," advisor Isabelle Eaton said. "Everything is such a cheap answer, but it's the real truth. Everything she brings, both in and outside the office."





Kyger said that she intends to take up some part-time work after her retirement, perhaps back among the people she works with now, and maybe, just maybe, up on the stage at Millett Hall next May. "If there was a job you could do saying people's names for the rest of my life part time, I would just do that."





# **DISTINGUISHED ALUMNI HONORED**FOR THEIR SERVICE & SUPPORT



id-May at Miami is synonymous with Commencement—a time to recognize and celebrate our graduating seniors. This year, amidst the pre-Commencement hustle and bustle, there were two additional exceptional graduates honored as Dinesh Paliwal '83 and John Altman '60 were celebrated in separate events.

**DINESH PALIWAL**, CEO and president of HARMAN International, came to Oxford from India in 1981. After earning a masters degree in computational science and engineering, he went on to earn his MBA. Following a 22 year career with ABB Group, Dinesh joined HARMAN on July 1, 2007 as president and chief executive officer.

At HARMAN he has simplified and strengthened the company's operations, formed a diverse and multi-cultural executive management team and expanded the company's footprint in high-opportunity emerging markets.

Dinesh has remained deeply committed to his alma mater, serving on the Farmer School's Business Advisory Council, and on its Board of Visitors. He returns to campus often to speak with classes, serving as the featured speaker at the Farmer School's Honors Day in March 2012, and providing the keynote address to the 2017 Farmer School graduates at its divisional recognition ceremony. Dinesh established a partnership with Miami University and HARMAN, to provide students in the spring 2018 StrategyWorks capstone class an invaluable experiential learning program. He and his wife Ila created and funded an Innovation Chair at the Farmer School, as well as a scholarship fund for international students.

Before the degree ceremony, Paliwal had lunch with Farmer School students, sat in on a presentation from Dinesh & Ila Paliwal Innovation Chair, Dr. Arthur Carvalho's, blockchain class students and toured the College of Engineering and Computing.

"I'm just in awe, soaking it in, that excitement. I give speeches all the time as a CEO and I can deal with all kinds of media



#### interviews, but this is special. My heart was beating harder,"

Paliwal said after receiving his hood and doctor of laws diploma from Miami University President Gregory P. Crawford and Provost Phyllis Callahan. "I'm proud of the programs we have established to open opportunities for the next generation, and I'm extremely humbled and pleased and very blessed to be chosen by the university trustees."

"This will remain in my life with me and my memory for the longest time. And I still feel totally indebted to Miami University," Paliwal said. "I have a lot to do, and I will learn from you, and my wife and I want to play a bigger role going forward."

Dinesh serves as a director on the boards of HARMAN, Bristol-Myers Squibb Company, Nestlé and Raytheon Company. He is a member of the CEO Business Roundtable in Washington, DC, the Wilson Center Global Advisory Council and the U.S. India Business Council (USIBC) board of directors. He served for three years as Economic Advisor to the Governor of Guangdong Province, China. Dinesh has received numerous accolades honoring his contributions to business and society, including Ernst & Young 'Entrepreneur of the Year' for the New York region, the Global Organization of People of Indian Origin (GOPIO) 'Indian American Achiever' award, The American India Foundation (AIF) 'Corporate Leadership' award, and Fortune Magazine named him to their 2014 "Business Person of the Year" list.

Dinesh is a recipient of the prestigious Ellis Island Medal of Honor, celebrating patriotism, tolerance and diversity.

**JOHN ALTMAN**'s relationship with Miami has spanned more than half a century. He has played the roles of student, teacher, mentor and benefactor, and was the first Richard A. Forsythe Professor of Entrepreneurship and first director of the Thomas C. Page Center for Entrepreneurship at Miami.

Like many momentous events, John's life changed with a phone call. "It was an early summer afternoon in 1992 when Dr. James Robeson, then dean of Miami's business school, called and asked me how my retirement was going. I told him my golf game was lousy, getting worse, and I was bored. To my surprise, he said 'Why don't you come back to Oxford and give me a hand?" Altman recalled. "Teach what?' I asked. 'I've only taught second-year ancient Greek in seminary.' Jim said, 'I want you to teach the same thing here, but we'll call it entrepreneurship."

That started the relationship between Altman and what would become the Farmer School of Business, culminating in the school's Institute for Entrepreneurship being named for him.

For more than three decades, Altman has been a successful entrepreneur, having owned, founded, and/or been a partner in six businesses, two of which were ultimately sold to multinational companies. He also served as a senior manager of two multinational corporations, Rohm & Haas and ICI.

Altman said that once he began doing more research on entrepreneurship, it didn't take long to see the depth of its impact. "Roughly \$8.5 trillion of gross domestic product is generated in the entrepreneurial sector, not to mention creating jobs, as the Fortune 1000 was self-destructing," he explained. "Only 18,500 of our six billion American businesses are considered large, many of them public, many of them were started by one or two persons. In roughly 22 million individually-run small businesses, you see the magnitude of entrepreneurship."



# "As time went by, I realized I had fallen in love with teaching. My\_life soon centered on my

**students.** I taught summers in Luxembourg and seminars in Singapore," Altman said. "A senior Fulbright allowed me to preach the gospel of entrepreneurship worldwide. Many of my students went on to create hundreds of exciting businesses including Skype, begin their own families, and visit us every year at Lake Tahoe."

Altman received the Associated Student Government Outstanding Teacher Award in 1994 as well as the Miami Greek Associations' Outstanding Faculty/Staff Award in 1997. He has also taught at Babson College and the University of California-Berkeley.

"My Miami years have come full circle, as 59 years of service to my alma mater ceremoniously ends today and on our board of trustees next month. Never have I served with so many who practice the mantra of Miami first," Altman said. "I hope people will always remember that this world-class Ohio Center of Excellence, this John W Altman Institute for Entrepreneurship, was always and so remains a team effort. I started with 'Saving Private Ryan' as a metaphor for our startup. My part was simple—I took the beach. When my days of battle come to an end, perhaps my epitaph might read like many gathered here this evening, "A teacher affects eternity. He can never tell where his influence will stop.""

He is a current member of the Miami University board of trustees, the Farmer School Board of Visitors and has also served on the advisory board for the Institute for Entrepreneurship.

#### NAMED PROFESSORS & ENDOWED CHAIRS

DR. BRIAN BALLOU
EY Professor of Accountancy

DR. LEE BIGGERSTAFF Armco Alumni Assistant Professor

DR. THOMAS BOULTON

Lindmor Professor

DR. JOHN BOWBLIS
Endres Associate Professor Fellow

DR. MICHAEL CONGER
David F. Herche Endowed
Assistant Professor

DR. ARTHUR CARVALHO
Dinesh & Ila Paliwal Innovation Chair

DR. ROBERT DAHLSTROM Joseph C. Seibert Professor

DR. DEVON DELVECCHIO
Raymond E. Glos
Professor in Marketing

DR. SCOTT DUST John Mee Endowed Assistant Professor of Management

DR. LISA ELLRAM
James Evans Rees
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Supply Chain Management

DR. WILLIAM EVEN Raymond E. Glos Professor in Business

DR. ALLISON JONES-FARMER

Van Andel Professor of

Business Analytics

DR. ANNE FARRELL PwC Professor of Accountancy

DR. JIM FRIEDMAN
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in Entrepreneurship

DR. BRAD GOLDIE Frank H. Jellinek Jr. Endowed Assistant Professor Chair

DR. JON GRENIER
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DR. JOEL HARPER
Jack R. Anderson
Professorship in Finance

DR. DAN HEITGER

Deloitte Professor

MR. THOMAS HEUER Forsythe Chair in Entrepreneurship

DR. TIM HOLCOMB Endres Associate Professor Fellow

DR. XIAOWEN HUANG Bill Moeckel Professorship in Business

MR. PAUL HUNTER

Markley Visiting Executive Professor

MR. MARK LACKER
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DR. GLENN PLATT
C. Michael Armstrong Chair in
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DR. JON PYZOHA
PwC Endowed Assistant
Professor in Accountancy

DR. JOSEPH RODE George and Mildred Panuska Professor in Business

DR. MARC RUBIN
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DR. PETER SALZARULO Endres Associate Professor Fellow

DR. BRETT SMITH
Cintas Chair in Entrepreneurship

DR. MELISSA THOMASSON Julian Lange Professor of Economics

> DR. MARIA WEESE Richard T. Farmer Endowed Assistant Professor

# EXCELLENCE IN & BEYOND the classroom



Richard K. Smucker Teaching Excellence Award: OUTSTANDING PROFESSOR

#### Melissa Thomasson

Julian Lange Professor of Economics



Richard K. Smucker Teaching Excellence Award: OUTSTANDING JR. PROFESSOR

#### **Scott Dust**

Dr. John F. Mee Professor in Management



Richard K. Smucker Teaching Excellence Award: OUTSTANDING CLINICAL FACULTY MEMBER

#### Carol McGuire

Assistant Teaching Professor of Information Systems & Analytics (accepted by Skip Benamati)



Farmer School Faculty Service Excellence Award:

#### Gillian Oakenfull

Professor of Marketing



Farmer School of Business Senior Faculty Award:

RESEARCH EXCELLENCE

#### **Brett Smith**

Cintas Chair in Entrepreneurship & Founding Director, Center for Social Entrepreneurship



James Robeson Junior Faculty Award:
RESEARCH EXCELLENCE

#### **Chris Sutter**

David F. Herche Endowed Assistant Professor of Management



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