FARMER SCHOOL OF BUSINESS

SPRING 2020

HIGHLIGHTS:

30 YEARS, THOUSANDS OF STUDENTS, **IMMEASURABLE IMPACT** A Fond Farewell

ALEX TYREE CHARTS HIS OWN COURSE Choosing His Path by Following His Heart

FILLING A NEED... AND EMPTY LOTS SECURing His Future

JANUARY 11, 2020: ONE DAY, MANY **COUNTRIES** Where in the World are Our Students?







FARMER SCHOOL OF BUSINESS

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

Have a story to share? deanofbusiness@miamioh.edu

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Meet Incoming Dean Jenny Darroch

Jenny has been the dean of the Peter F. Drucker and Masatoshi Ito Graduate School of Management at the Claremont Graduate University in Claremont, California, since 2016, and a professor of marketing and innovation there since 2013. She will start July 1 when Marc Rubin retires after 30 years of service to the university.





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BEYOND THE EXPECTED.

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- welcome -

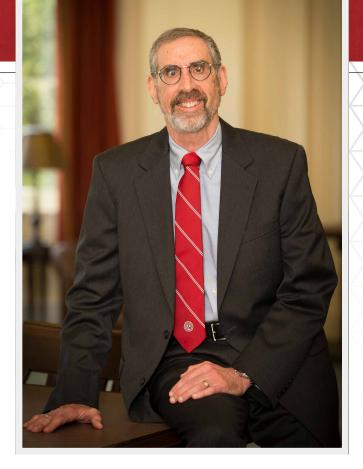
They say hindsight is 20/20, so it seems appropriate that I am writing my final "letter from the Dean" now. This summer, after more than 30 years as a faculty member and administrator, I will be retiring. I will miss this place that I have called "home" for more than a quarter of a century, but look forward to joining the ranks of alumni and, of course, remaining connected by reading upcoming issues of The Journey.

You know that Farmer School students, faculty and alumni are extremely talented, and this issue tells the stories of several of them. Most gratifying to me is that while these individuals are exceptional, they are not unique among our community. We say that Farmer School students, faculty and staff "Go Beyond," both in their careers and their communities, and this issue provides some wonderful examples.

For those of you who have not visited campus recently, please take this opportunity to "meet" the chairs of our departments – most have assumed these leadership roles in the past two years. They provide insight into exciting developments in their departments – including new specialty Masters programs and curriculum enhancements.

One of the trademarks of and differentiators for the Farmer School is the opportunity for hands-on learning that touches every student throughout their four years. Several students share their perspectives on attending conferences, working on a capstone marketing project and their international experiences.





Those experiences help propel our graduates' careers, but, equally gratifying is their desire to support others on their journeys. For Hillary ('08) and Jordan ('06) Weidner, that means raising funds and awareness for Cincinnati Children's Hospital. Alex Tyree ('11) uses every opportunity to promote and support the Marcus Graham Project, while Lance Theobald ('10) delayed starting his career, choosing to first serve in the Navy.

I am so very proud and humbled to have been a part of this extraordinary family. It has truly been an honor and privilege and I thank you all for this opportunity.

Love and Honor,

Marc Rubin MU '75

Dean and Mitchell P. Rales Chair in Business Leadership



If you're a student who hangs out in the Forsythe Commons or the Atrium around lunchtime, there's a good chance that at least once, you've been offered candy by Marc Rubin during his "office hours". The dean of the Farmer School made it a habit to leave his office once a week with a bag full of chocolate and chat with students, asking them about their classes, their plans for the weekend, plans for the next semester, or plans for their future.

But Marc's impact and legacy at the Farmer School of Business dates back to before the school was known as the Farmer School of Business. He arrived as an assistant professor of accountancy in 1990, 15 years after he graduated from Miami University with his accountancy degree.

He became the chair of the Department of Accountancy in 2003, a role he held until becoming the interim dean of the Farmer School in 2017. Marc also was president of the American Accounting Association and a member of the Association to Advance Collegiate Schools of Business Accounting Accreditation Committee.

So it may come as a bit of a surprise that being an accounting professor wasn't on Marc's radar when he was in college. "I was an accounting major but I intended to go to law school. In case I didn't get into law school, I would have another profession to fall back on. In my senior year, I was admitted to a number of law schools," he told Poets & Quants for Undergrads last year. "But in my

junior year, I got to know the accountancy departmental chair who I had a couple of classes with. He called me in once to ask me if I knew what had happened to a friend and that's how I got to know him and began visiting with him regularly. I eventually started thinking: 'Dang, he has a cool job! He's a great teacher, he gets to talk with students and hang out on a college campus with college kids with all this gorgeous architecture. If I can do that for the rest of my life, that'd be so cool.' That experience planted the seed of going into higher education in my mind."

"I've been pretty blessed because I went into this pretty naively. If someone had told me this would be my career path, I wouldn't have believed them. I've gotten to teach in Luxembourg, Korea, Southeast Asia and visit alumni in San Francisco, Chicago, New York and Florida and many other places throughout the U.S. I have also been fortunate to travel to many countries during my career including China, Taiwan, Ireland, Cyprus and Australia," he said. "If you had told me that I'd be president of the American Accounting Association one day, I wouldn't have believed you."

Now, 30 years after returning to his alma mater, Marc is retiring at the end of June, his legacy living on among the students he taught and the faculty, staff, and business leaders with whom he worked. "To this day I speak of the Financial Statement Analysis class that you taught as my favorite college course," Brian Oatway, 2014 graduate and EY transaction advisory services manger said. "What you did with Farmer and the accounting department was amazing."



"He was my all-time favorite professor and I've been so lucky to keep in touch with him over the years," said Deborah Kaufman, CFO at Triangle Securities Wealth Management and 1993 FSB graduate.

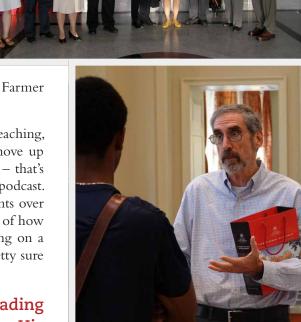
"He went way above and beyond in his service to the Farmer School. We should be very appreciative of the contributions he's made," said George Bennett, partner at Talisman

Capital, 1975 Miami graduate, and longtime member of the Farmer School Business Advisory Council.

So after 30 years at the Farmer School and more than 40 years of teaching, what does the future hold for Marc Rubin? "We're going to move up to where our daughter and her husband and our grandkids are – that's Chicago," Marc told David Schwab on the Beyond High Street podcast. "I'd still like to be involved with Miami. I've had a lot of students over the 30 years that I've been here and some of them offer me ideas of how I could be involved in some of their activities, whether it's being on a board of directors or doing some consulting work. My wife's pretty sure I will not just sit still."

"We owe him a huge thanks and gratitude for leading the Farmer School of Business to the new heights. His passion for the school, students and his competitive spirit to position FSB higher and higher will be greatly missed," said Dinesh Paliwal, President & CEO of HARMAN.

We couldn't have said it better.



Choosing his Path by Following his Meant



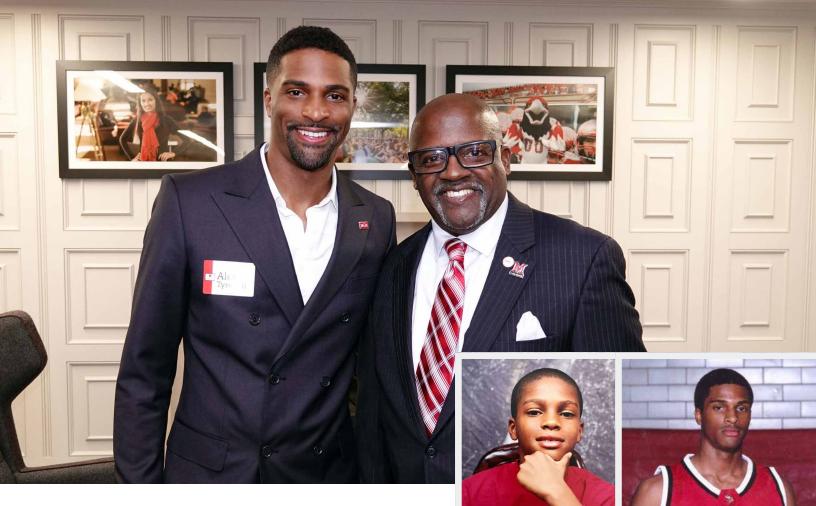
As a child, attending Miami University wasn't part of Alex Tyree's plan, even though his dad, Al, was a proud and engaged alumnus. "I was a kid who grew up with NBA dreams. And I thought I would probably go to the NBA straight after high school. If not, I was probably going to go to Ohio State, or another really, really big school. I didn't ever see myself coming here."

His NBA dream lasted until high school, when his rational thinking caused him to conclude that professional basketball wasn't in his future. "I knew I wanted to get into business. I knew I had a business mind. And I thought, 'If I'm going to go to a business school, I want to go to Miami."

While he was confident in his decision, he knew that he wanted guidance to ensure he would get the most out of his Miami years, and best position himself for his career. Connecting with Farmer School Director of Business Organizations and Diversity, Michelle Thomas, was a wise decision.

"I didn't really have my personal plan laid out about how I was going to make that happen. It was Michelle Thomas who helped lay that out for me. She said, 'This is what I want you to do, this is what you should be doing.' I remember going to her my freshman year and just wanting to make sure that I was doing the right things and putting myself in the right position to meet the right people. And she was there along the way, each year, each semester.

Mrs. Thomas's advice, and Alex's passion for helping others and his creative talents led him into becoming a resident assistant, working with underclassmen in a dorm; joining Kappa Alpha Psi Fraternity; as well as performing with the Miami University Gospel Singers and serving on the Performing Arts Advisory Board.



More than 60% of Farmer School students study abroad during their Miami years, and Alex believed that this experience would be valuable to him as well. He credits the summer he spent at the University of Seoul studying globalization in multicultural societies, which led to a thematic sequence in global studies, as making him more aware of the tremendous value diverse people bring to the table.

"The greatest treasure of my Seoul study abroad experience was the fact that it was an International Summer program. While I was getting to experience Korea and its culture, I was also building relationships with friends from Sweden, France, China, Finland and a few other countries. Being

"BY OBSERVING AND LEARNING OTHER CULTURES, IS HOW I WAS BETTER ABLE TO UNDERSTAND THE WORLD AND BETTER UNDERSTAND MYSELF."

able to sit in the classroom with such a wide array of perspectives, sparked a lasting desire to surround myself in that wherever I went in my career. By observing and learning other

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cultures, I was better able to understand the world and better understand myself."

Alex also found inspiration from a marketing professor, although the lessons learned had less to do with marketing than with life. "David Rosenthal was a great role model for me. With

him, it was more than what he taught, it was what he showed and demonstrated. He, at that time, was going through chemo. I think he might have missed maybe one or two classes. And just to see how he gutted it out and did it with laughter and did it with joy and did it with such dignity and honor. For me, it was 'oh,... like this is what professionalism looks like.' This is what being present with your work looks like. And not allowing whatever outside circumstances or internal circumstances that are going on to affect the ability to have love, and honor."

OHSAA

Alex's first job after graduation would make a chocaholic green with envy. "I accepted a position at Kraft Foods, and I was essentially selling cookies. I was selling Oreo cookies, and it was exciting. I had a company car, I had a gas card, so I could travel without having to pay for the gas, and that was cool. But then I had this inclination, I thought leaving Cincinnati and going to Chicago would be a good step. I had built a connection with some folks within the Kraft organization in Chicago, so interviewed out there and got a promotion based in Chicago.

"Kraft Foods had just split into two different organizations, with Kraft going with one direction and then a new company by the name of Mondelez going another. I was in a new role – Account Manager, with responsibility for 20 clients, overseeing more than three million dollars of business."

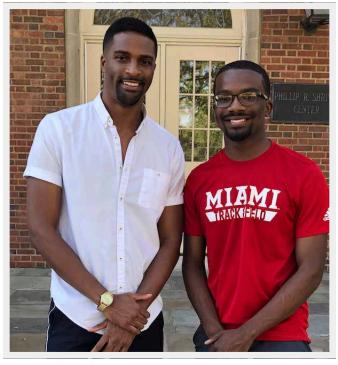
Alex honed many of the skills he relies on today while in this position. Giving

client presentations, researching customer needs and trends, developing, growing and maintaining relationships, managing projects and providing results reporting are all part of his trusted "toolkit" at Spike DDB.

"I was enjoying Chicago, driving around the city, getting to learn the city and building relationships. I was able to build some life-lasting relationships. But I knew that I wanted to enhance my career in a way that was really reflective of what my talents were, in a more of a creative space.

"Creativity runs in my family. My mother was a very, very creative being. She learned how to do photography from my grandfather and she could sew and she could design her own clothes. She would make our clothes. She would take on all these different projects and she was so creative. I've watched my uncle, who was an amazing tailor and amazing artist and designer. I've seen so many different elements of creativity in my family that it just felt like it was something that I was inclined to do.





"One of the people I met in Chicago suggested that I check out a program called the Marcus Graham Project, a non-profit with a mission for providing diverse talent the access to break through in marketing, media and related fields. It seemed really cool, so I contacted them and asked them what the program paid. They said, 'No, no, actually no, it doesn't actually pay you.' So I sat with that, and then I thought about it and decided that this was my chance to take a bet on myself. So I put in my two weeks and moved to Dallas and lived out there for six weeks to be a part of this boot camp.

"It was almost like MTV's Real World meets advertising. In the boot camp I lived and worked with 14 other young and talented creatives from across the country – to create our own "Pop-Up" advertising agency called 15 Hertz. We spent time between Dallas, NYC and LA doing strategy and creative work with PepsiCo and Beats by Dre. This was a path that helped shape life-long relationships within and beyond the marketing and entertainment industry. And it gave me the opportunity to mold and shape my creative inclinations, with a sales savvy (developed in the field), and a core marketing understanding (developed in the FSB classroom) all together. When I completed the program, I landed my first advertising job as Brand Manager for 15 Hertz (15Hz), an ad agency in Dallas."

When you hear the words "advertising executive," you might envision a brash, flamboyant, fast-moving "ad man." Alex is none of those. He is quiet, introspective, self-effacing and analytical. "I've faced some hurdles because I am a thinker. And sometimes when you're in the

" ...BUT WHAT I FOUND IN THE LONG TERM IS YOUR WORD HAS MUCH WEIGHT WHEN YOU HAVE SAID, AND YOU HAVE THOUGHT, AND YOU HAVE SPOKEN IN THE RIGHT CADENCE, AND THE RIGHT TONE, AND AT THE RIGHT TIME. "

industry of people who just kind of do and sometimes the loudest person in the room does get the attention. But what I found in the long term is your word has much weight when you have said, and you have thought, and you have spoken in the right way with the right cadence, and the right tone,

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and at the right time. I think that it just strikes a lot harder. And I think in the long term it has been to my benefit."

Alex packed a lot into the five months he was with 15Hz, including managing the creation of the agency's branding development and identity and handling big-name clients, including PepsiCo, Beats by Dr. Dre and Usher's New Look Foundation. Late in 2015, Alex made the jump to New York and Spike DDB. Founded by media icon Spike Lee, the agency describes itself as an agency that seeks to make a difference in the world, "We aspire to work with brands who believe their products and services can enrich the lives of people. Who want to have a conversation with people who can set the tone of a future that is better, faster and smarter than it is today. Simply, we want to help these brands change the world."

"In the Marcus Graham Project, I had built relationships with people in New York and in L.A. and had also built a connection with someone over at Spike Lee's advertising agency. That connection turned into a couple of conversations, trips to New York and a couple of interviews. Spike DDB seemed like the right fit for me. I get to work for and with one of the greatest storytellers alive. It is an environment a place where I can stretch my creative cells and my hybrid skillset can flourish. They asked me if I could move out there in three weeks, and I've been there ever since."



Alex started with Spike DDB as a Brand Manager, working on campaigns for Cadillac, Chevrolet, the Ad Council, AARP, Lids and the NBA. Less than two years later, he was promoted to Brand Supervisor, adding the title of "account lead" for NBC's Super Bowl commercial (where he got to meet J-Lo), the integrated Cadillac Escalade campaign, and co-lead for the execution of the Uber Presents "Da Republic of Brooklyn" film campaign.

A year ago, Alex was selected as Spike DDB's Client and Content Director, with responsibility for the Cadillac, NHL and Budweiser accounts. Recent projects include getting to conceptualize, co-create and produce the campaign for the reveal of the redesigned Cadillac Escalade, one of the most iconic vehicle nameplates.

Currently he is helping to run Spike DDB, reporting directly Spike Lee regarding new business, client management and creative.

In his "free time" he helped to create and build #CultureCon, the fastest growing conference dedicated for, and produced by, creatives of color.

Alex is driven by his desire to uplift others — to do whatever he can to support others who might not have had the same support systems and opportunities that he had. He also wants to make his own mark in the world.

"I do have aspirations to publish books, write music, to create content and direct some content of my own. And also I have aspirations of launching my own platform, a 100% owned, or majority owned business. I want to get to a phase where I inspire my kids, when I have some, and my siblings and family. I think my family is very, very proud of me, but I want to also inspire them and inspire the creativity in them."



It started with a five year old's desire to do "something different" on Labor Day. Jack Zerbe asked his mom, Amanda, if they could have a lemonade stand. She reached out to her good friend, Hillary Weidner, to see if she and her daughters wanted to join in.

"Our friends, the Zerbes, have three boys the same age as our three girls and they are really close friends. Amanda said, 'Let's have a lemonade stand this summer. Let's get out of the pool, let's do something else.' And we said we would love it. So we had a lemonade stand. We raised \$148 in 45 minutes. It was very casual and the kids got a kick out of it. When we asked the kids where they wanted to donate the money they made, they said, "Let's donate to Cincinnati Children's Hospital." That made it really special to us." Hillary explained.

While young children wanting to donate rather than use the money for themselves is noteworthy, for Hillary, it had special meaning. "Our oldest daughter, Beatrice, was born with a very rare liver disease. She was put on the waiting list for a liver transplant when she was ten weeks old. We carried around the pager and waited for our call while she was getting sicker and sicker. "We learned that in

Japan and in Canada, most liver transplants in children are done with a living donor. I went through eight weeks of testing and psychological evaluations and all sorts of meetings with my parents, with my husband, Jordan, with a lot of people. I was a match. So when she was six months old, Beatrice had a liver transplant and I was her donor. It was a 12-hour surgery, in side-by-side operating rooms at Cincinnati Children's. Ever since then, we felt incredibly indebted to the hospital."

Hillary and Amanda wanted the children's act of kindness to be memorable, so Hillary called the hospital and asked if they could bring the children to the hospital and present them with a giant check. Cincinnati Children's happily agreed.

"We went to the hospital with all six of our kids and did this check presentation. Then we went to the park, and let the kids play. Amanda and I were just chatting, and I said, 'Let's take this picture and post it on social media. And I'm going to ask if anybody wants to match the kids' \$148 donation, and maybe we'll make it \$296 instead.' And so that's what we decided to do. So we both posted,

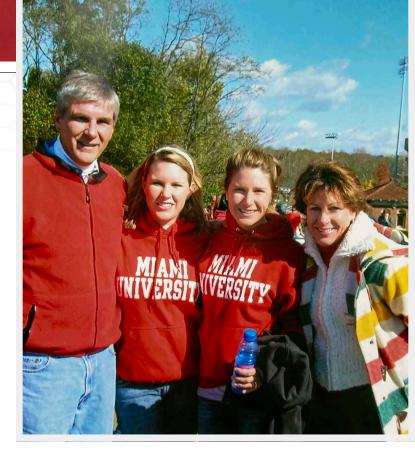
and I posted my Venmo account (@hillary-weidner), and a mutual friend donated \$148 immediately. We were thrilled - we had just doubled our donation.

"By the time we left the park, we had four matching donations. My husband, Jordan, was out of town and he had very limited cell phone reception, so he didn't know anything about it. When he returned, two days after the lemonade stand, he walked in to a news crew at our house. At that point, we had raised more than \$50,000 in less than 48 hours."

"It took off from there. It was on the Today Show, CBS Morning News and Good Morning America. Andy Cohen and Anderson Cooper graciously donated \$5,000. And then we got a call from Country Time Lemonade, and they said, 'We heard about your lemonade stand, and we want to donate'. And they donated \$7,700, in honor of Bea's surgery date of July 7th. We also received \$10,000 from a local family who also feels indebted to Cincinnati Children's for the care their daughter received just a couple of years prior. (Their daughter is currently enrolled at Miami University). And all these businesses around Cincinnati joined in, and before we knew it, we had raised \$175,000 in seven days. And then on the eighth day, we raised an extra \$30,000, so in eight days, we were at \$205,000."

What made this simple story about a lemonade stand go viral? "When you get really cute kids together for a good cause, like Cincinnati Children's, and an easy platform for people to donate like Venmo, it can happen. Always have good intentions behind your messaging, whether it is for a client or for personal fundraising efforts. People will get behind real stories and real causes.



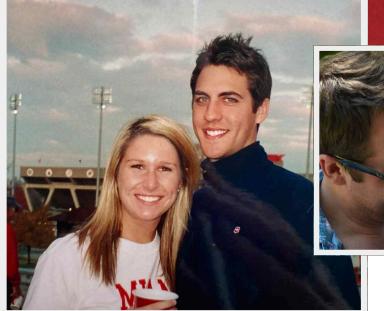


People find businesses relatable if you can humanize them, and I think the same goes for fundraising. If you put a story with your cause, it's going to help so much more!"

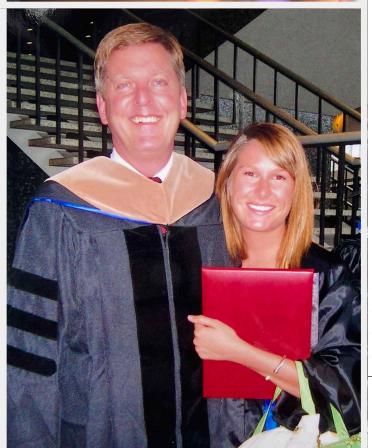
Great advice from a business-savvy person. Where did she hone her business smarts?

Hillary and Jordan are Miami mergers and Farmer School grads. Her parents are also Miami mergers and her grandfather is also an alum. "I had the choice of other schools, if I wanted to look. But I grew up coming here for games and for reunions and just for fun. It just felt comfortable to me. And it was time to make a decision. My older sister was currently enrolled at Miami. She was in the business school and I knew I wanted to be a marketing major."

Hillary had been a great high school student, but was concerned about the Farmer School's new "direct admit" model. As she noted, she 'wasn't the best test-taker.' She casually mentioned this to Penny Rosenthal, a family friend in Florida. "Growing up, our family vacationed every year in Longboat Key, Florida. When I was very little, we met this woman – Penny – walking the beach. We struck up a conversation – it was the start of a years' long tradition. We walked the beach with her every year. She was part of the licensed turtle watch, so we got to see sea turtle nests and even a hatching. We were down there right after I got admitted to Miami (but not yet direct admitted to the







Farmer School), and I mentioned this to her. She immediately said, 'Oh, you're going to Miami, my son teaches in the business school there.' I said that maybe I would pop into one of his classes and just introduce myself. Meeting him really transformed my trajectory at Miami. He had a reputation for being really tough and took no BS,

and I needed that as a student. I needed someone who was going to make me work hard, and he did.

"I have such fond memories of school. I made life-long friends there. Friends that were in my sorority, friends that were outside of my sorority. I met Jordan there which was, obviously, a special experience. Our first date was to the Princess Theater.

"After college, Jordan and I moved to Chicago and I had a successful job working for a publication company where I traveled 15 weeks out of the year, selling online advertisements. I moved back to Cincinnati in 2010 and I helped start a digital agency, 2060 Digital, which is now nationally headquartered out of Cincinnati. Dr. Rosenthal gave me the confidence to do this."

Hillary's children may not understand the impact of what they accomplished, but that's fine with Hillary and Jordan. "Our job and our obligation is to raise a generation of givers, givers of time, givers of energy, givers of resources. And whether that means having a lemonade stand with your four year old and taking \$20 and donating it to a cause that is meaningful for you, or having a lemonade stand and donating \$200,000. It's our job as parents to focus on raising these kids to be givers of acceptance, to give of themselves. I want them to feel empowered. That was the whole purpose of donating that \$148. You want them to feel good about, okay, I could take this \$148 and go buy ten toys. or I could donate it to kids that need it more than I do. And that's what I think was the important lesson for them."

Is there another lemonade stand in their future? "I'm not sure if it will be another lemonade stand, but it will be something involving the kids. Every chance we get, we try to raise money for the research of liver disease & volunteer our time where it's needed. We are and forever will be dedicated advocates for Cincinnati Children's Hospital."





A Toast to a **MEMORABLE CAPSTONE PROJECT**

It might sound a little like a job from Mission Impossible: Starting in August, form a group from amongst your classmates and develop a two-year marketing campaign for a product that isn't on the market yet, while taking other classes, doing assignments, handling exams and possibly looking for a job. Oh, and it's due for presentation before Thanksgiving.

That's the challenge that students in Jan Taylor's Marketing 495 capstone class took on this fall. The client, E&J Gallo Winery, is launching a new Barefoot-brand seltzer drink this year. The hard seltzer market is already a crowded one, but the company believes in its unique appeal as a wine-based product and a household name in wine.

"Sometimes it feels like it's been six weeks since we started, and sometimes it feels like six days," senior finance major Alec Glynn said.

The class split into several groups to work on the challenge. Glynn was in a group with Collin O'Sullivan, Nicole Kessler, Garret Markey and Emily Leach. Interestingly, despite the class being a marketing capstone, many of the students aren't marketing majors. Glynn, O'Sullivan and Markey are all finance majors.

The students had a lot on their plates as they set out to work on the challenge. "We started out really looking at the charge we were given and then looking to understand more of the seltzer category as a whole because we needed to understand that in order to really figure out what was good positioning for them. Doing the research behind it, we were looking at Barefoot and working out who they are as a brand," Kessler noted. "Once we could understand both what they're entering and who they are, it made it a lot easier for us to find a position after that."

The groups also did a lot of customer research to discover what consumers were already drinking, what they liked or disliked, and what they wanted in a hard seltzer. "Once we found that, it was more of putting the puzzle together, trying to understand the feeling that we wanted to have Barefoot put out in their new product and how that was actually going to fit in with the research that we'd collected," Kessler said.



- The Princeton Review & Entrepreneur Magazine —

As they worked through the project, students had access to Barefoot and Gallo executives via email, phone conversations, and in-person visits. "I thought that it was great that they were so willing to be so helpful throughout the whole process from the beginning when we had any questions about the charge, we could reach out and they would respond within two hours or we could call them," Kessler said. "All around, the people from Barefoot were just fantastic clients to work with."

Barefoot business manager and Miami University graduate Holly Mohre said that feeling went both ways. "I almost feel mentored up being around the students. They invigorate me, they excite me, they give me great ideas," she explained. "It's very exciting to me. I love it. It's one of my favorite parts of my job and they're just terrific to work with."

As late summer turned to fall, the students continued working their way through the process, overcoming the struggles that popped up. "Picking one idea where you have so many kinds of different ideas and data points pulling you one way or another, trying to really decide which one we should stick with and then really run with it and build it out," Markey noted. "I think that was the hardest part. I'd imagine that's probably the hardest part for any group that's trying to do something like this."

"The client charge was no doubt a challenging one, but that's the reason we wanted to be in this capstone in the first place. We were all excited to double down on the work and really make a final push to finish strong," Glynn remarked.

As the days counted down to the end of the project, O'Sullivan said the process had already been a great learning experience for him. "A key takeaway for me so far has been learning how to be patient and stay the course. It's been the longest project I've ever worked on, especially in comparison to previous two- or three-weeklong case competitions," he said. "Making sure you stay ahead of deadlines, that you set deadlines for each other and hold each other accountable."



"I WANT THEM TO UNDERSTAND HARD WORK IS NECESSARY. YOU JUST DON'T MEET EXPECTATIONS. YOU HAVE TO EXCEED EXPECTATIONS IF YOU WANT TO BE SUCCESSFUL."

"I want them to understand hard work is necessary. You just don't meet expectations. You have to exceed expectations if you want to be successful," Taylor explained. "I want them to understand that you have to get to

know your clients, your customer, and you have to focus on not what you think you should do, but what they want."

A week before Thanksgiving, the groups entered a third-floor conference room and pitched their ideas before a half dozen Barefoot and Gallo executives. In addition to the desire for a good grade and to do good work, there was an additional incentive for the presenting teams: The top two teams would be flown out to California in December to make their presentations again before more members of Gallo and Barefoot management.

Leach, Kessler, and O'Sullivan did the presentation for their group, which had the first timeslot of the day. They'd practiced it over and over again in the days and hours prior, so many times that none of them could give a solid estimate of the number.

After nearly twenty minutes of statements and slides, Leach summed up their presentation. "We as a team truly believe that together, we can do so much more with the Barefoot Seltzer campaign. Not only can this campaign be realistic be measurable and be implemented right away, it can be innovative and engaging and can empower our consumers and the Barefoot Brand."

Then, the questions began. "Was there a particular reason for choosing the cities that you did for the rollout?" one executive asked. "I didn't see New York, and I was kind of surprised it wasn't on here."

"When we looked at the psychographics by zip code, we found what was called the "metro renters, a group that is young, active, into the arts," Markey responded. "We found they were highly centered in the areas that we've chosen.

"For the launch experiences, will these be on one day, or do you have ideas to keep it going?" another executive asked.

"Looking beyond the event, we were thinking there could be a potential year two where we bring these popup events back," Glynn said.

In 30 minutes, weeks of work are covered, dissected and evaluated. The team thanks the judges and walks out as the next team arrives. The pattern continues throughout the morning until all the teams have presented. Then the judges begin to tally their scores.

"I thought the presentations went really, really well. I thought that every single group brought it today, brought together some really cool insights and I saw every person in the room writing down business insights that they can take into their job every day," Gallo sales recruiting manager Ryan Fox said.

By early afternoon, the word is out: Their group is going to CA, as is the team of Olivia Hamernik, Morgan Burnell, Allyson Heitger, Rachel Cleveland and Sara Foley.

A few days after the end of final exams, the students flew to Modesto, CA, where they toured vineyards, took part in tastings, visited Gallo facilities and made their presentations once more, this time before an even larger and more senior group of Gallo and Barefoot executives.

"They were super engaged, asked really deep, thought-provoking questions. You could tell they were paying attention to the presenters. I noticed one person was taking down lists and lists of notes, hopefully to take those back to the drawing board," Glynn recalled. "They had really positive feedback for us, asked great questions, and then followed up at the end informally. They remarked how impressed they were, not only with our presentation and our content, but how they continue to be impressed year after year by Miami and Farmer School students."

"We had so many people that took time out of their day to come and watch us and give feedback and ask us questions and were genuinely interested in what we were doing. It wasn't just putting on a show," Kessler said.

"I love this project. I mean it, really. I don't mean to sound fake, but I love this project. Whenever they say 'You get to do it again,' I love it," Mohre said. "They're fantastic to work with. Their work ethic is amazing. Their teamwork's amazing. They're mature, they're bright. I feel energized when I leave there. So I'm just really, really fortunate to get to work with these students."

As for the students, the time, effort, and work put into the project were well-spent, especially for the lessons learned.





5

FACTS ABOUT E&J GALLO WINERY AND MIAMI UNIVERSITY:

- 1. MIAMI IS THE TOP
 RANKED SCHOOL
 FOR GALLO
 RECRUITING
 NATIONALLY OVER
 THE PAST THREE
 YEARS
- 2. 19 STUDENTS

 HAVE ACCEPTED

 POSITIONS IN THE

 LAST THREE YEARS
- 3. THE COMPANY HAD MORE INTERNS FROM MIAMI LAST SUMMER THAN ANY OTHER COLLEGE
- 4. THERE ARE 30
 ACTIVE ALUMNI
 IN THE E&J
 GALLO WINERY
 ORGANIZATION
 CURRENTLY
- 5. GALLO HAS
 PARTNERED WITH
 MORE THAN A
 DOZEN FARMER
 SCHOOL AND MIAMI
 ORGANIZATIONS
 THIS YEAR

Learn more about Gallo





"I'VE LEARNED TO BE MORE OPEN WITH MY THOUGHTS **ABOUT OTHER** PEOPLE'S WORK OR IDEAS THAT THEY'RE BRINGING UP. **BECAUSE THAT** WAY, WE CAN BETTER COLLABORATE AND WE CAN BETTER UNDERSTAND EACH OTHER AND PUSH EACH OTHER TO LEARN MORE BECAUSE WE CARE, NOT BECAUSE OF ANY NEGATIVE REASON."

"Make sure that you stay ahead of your deadlines, that you set deadlines for each other, and that you hold each other accountable. Learning to not worry about outside influences. Being able to just look at it holistically and understand that if you set up a correct map and journey for your project, it's much easier to complete, it's much easier to hold people accountable, including yourself, and you can create a product that is going to be successful," O'Sullivan pointed out.

"I've learned to be more open with my thoughts about other people's work or ideas that they're bringing up, because that way, we can better collaborate and we can better understand each other and push each other to learn more because we care, not because of any negative reason," Kessler noted.

"Surround yourself with the right people and make sure everyone's on the same line of where they want to go progress-wise. You can really have an end product that's something incredible," Markey said.

"Students have told me that when they're interviewing, projects like this are the thing the interviewers go to first. I've had students tell me that an interview has totally focused on these experiential projects. So obviously the employers are very interested and I think it gives those students who have had them a leg up," Taylor noted. "But more than that, I think when they get the job and they start the job, they're so much better prepared."

"It was worth it a hundred times over. I would absolutely call it sort of a pinnacle moment of my time in the Farmer School and at Miami. I think the connections that I made, the opportunities I had, to be pushed and to be challenged but also to have a lot of fun along the way, was amazing," Glynn said. "100% worth it. I would take it over again in a heartbeat."



Entrepreneur Lance Theobald's college and professional career choices may look to an outsider like the path of someone who zigged when everyone else would zag, but his decisions brought him right where he wanted to be.

Growing up, he knew early on that he wanted to be involved in business. "My mom is an entrepreneur, and she runs a business in the small town where I grew up. There's something about numbers and about working with people that always just drew me into business," he recalled. "I had always had an eye towards starting my own business someday."

What he didn't know early on was that he already had a connection to the university. "I'm actually a member of the Miami tribe of Oklahoma, but I was not aware of Miami University for much of my life. I had an older cousin attend Miami, which is how I became aware of the school," he said. "I came up here on a campus visit before my senior year of high school and just absolutely fell in love."

So when Theobald came to the Farmer School, with its highly-regarded Institute for Entrepreneurship, he made

the obvious choice to major in – accounting. "Accounting is a great discipline to learn. It's a great skillset to have. I never had any desire to be an accountant or a CPA, but it seemed prudent to go ahead and learn those principles and skills now, and Miami has a fantastic accounting program. So I wanted to take advantage of that while I was here."

Theobald said his four years in Oxford were busy and fruitful. "I worked a hodgepodge of jobs across campus. I scrambled eggs at 5:30 in the morning at Alexander Dining Hall. I worked in the little coffee shop over there. I was an RA for junior and senior year, I studied abroad in New Zealand as a sophomore," he remarked. "I made great friends at freshman orientation, one of whom is a cofounder of my company today. I met my wife here."

When graduation came in 2010, Theobald again decided to do things his own way – by joining the Navy. "The idea of becoming an entrepreneur was not this burning desire that I had to do right away. Assessing the field of opportunities in front of me, the Navy was particularly interesting at that stage of life," he said. "The prospect of traveling, the prospect of serving the country, and the doors that it could potentially open down the line were very attractive."





Theobald spent eight years in the Navy, mostly as a reservist while working for a defense contractor. After a company consolidation, he left the contractor job to look for something else to do. What he found was an opportunity working with what "might be one of the most boring things that you can think of" that would start him on the path to his own company.

"I founded a transportation equipment leasing company in Charlotte. We leased what's called a marine chassis. It's just a big piece of steel that a shipping container goes on. If you ever see a shipping container going down the road, it's sitting on a marine chassis," he explained. "The work itself was leasing these steel skeleton trailers. My interest level grew significantly as I dug into the business and I started off in an operations role and then quickly moved into sales."

Now working as director of sales for the leasing firm, Theobald had an idea, but he needed some help. "I remember having the idea, starting to develop it on my own. I just thought to myself, 'Who do I know that's really intelligent and has a lot of time on their hands?""

Throughout the years, Theobald had remained in touch with his friend from freshman year, Cory Bailey. "From when we were 18 years old, starting our time here at

Miami, we just schemed and dreamed about going out there and building businesses. We didn't have a clue what it would be. It was just, 'Oh, anything we do will be successful.' But then we could never come up with ideas."

Bailey had been working in government relations since graduating, and at the time was starting a full-time MBA. "The assumption I made was he's going to have lots of time to kill, and I need somebody with lots of time to kill to start to validate the concept and the market," Theobald said. "So I called him up and he was like, 'Let's do it."

The two worked out their basic plan for what would become SecurSpace: An online marketplace that connected companies looking for parking and storage options to those with excess capacity. "In the United States, there are about 3.5 million truck drivers, and there are approximately 350,000 overnight truck parking spots. So you have a 10 to 1 ratio of drivers to parking spots, and that's why when you're driving down the highway, you're going to see off-ramps and on-ramps full of tractor trailers. They really have nowhere else to go,"Theobald said. "What this means is a lot of drivers end up cutting their day short. This is a productivity-driven industry where they get paid by the miles they drive, but they will cut their day short just because they have a parking spot in hand rather than risk going another hour or two, earning that extra income but not having a place to just simply park."

Theobald and Bailey launched their first SecurSpace app in July 2017 to seek validation for their idea. "A company called Legendary Trucking in Los Angeles spent \$21 on the earliest version of our platform. So we made \$2.10 in that month, and it was the best \$2 I've ever made," Theobald said. "Legendary Trucking is still a regular customer of ours, so that's a lot of fun."

By the summer of 2018, SecurSpace was up and running with 40 participating locations, a number that has quickly grown to more than 800 locations. "I think we can attribute the success we've had to two things. The first thing is we're actually solving a problem, and as basic as that might sound, it's said that a lot of businesses try to be a supplement or a vitamin, while other others are pain pills," Theobald pointed out. "We're a painkiller. We're a two sided marketplace, and the buyers and sellers in our marketplace actually solve real problems, or they encounter real opportunities through our marketplace. The second reason would be the professional network that I and my co-founders and early employees built up."

"Everyone wants to just go start their next company. Right? But that actually can put you in a position of weakness because you haven't taken the time to really develop a firm understanding of an industry or of a problem. More than that, you're out there kind of in the Wild West by yourself prior to building up a network of supporters and of people who want to see you succeed. So I think those two things are really what sets our company apart from a lot of other startups and has enabled our success to date."

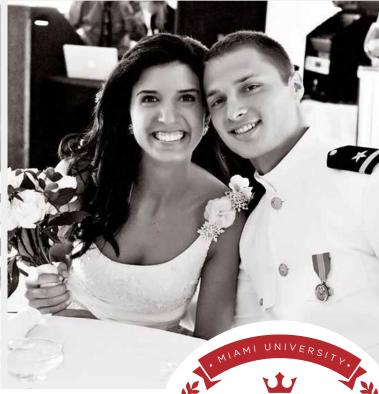
That's why Theobald's advice to students is not to rush into starting their own business. "There's this sense of urgency that says 'I have to do it now.' And if that is you, if you arrive on the right idea and the situation presents itself, then go for it. But the advice that I've given them is there's nothing wrong with going and working for GE or Procter & Gamble or fill-in-the-blank company," he said. "If you have that entrepreneurial mindset, if you have that desire within you, you just have to keep your eyes open and the opportunity will come your way eventually."

"A lot of us went out and we didn't know what we wanted to do. We didn't know even necessarily what we were passionate about. We just went out and did something and then kind of discovered our passion along the way."









blic Accounting Rel

Theobald returned to Oxford and the Farmer School last fall to talk with students and take part in the RedHawk Venture Pitch Competition as a judge. "I think there's a lot of qualities you see in successful founders that you see in Lance, such as that level of determination to make something happen," John W. Altman Institute for Entrepreneurship director Dr. Tim Holcomb explained. "It's also a reflection of his ability to recognize an opportunity in a market that one would often take for granted."

SecurSpace isn't the only thing in Lance's life that's expanding. He and his wife have grown the family by three. "We spend a lot of time hanging out at home, watching Paw Patrol, Mickey Mouse Clubhouse and so many other shows that I never anticipated watching," he said. "I've got a full plate between the business and the family. My wife does an excellent job. She stays home with our children and so I never have any sort of concerns or worry about how the family's doing with her steering the ship there."

If you ask him whether he will stick with SecurSpace or move on to other entrepreneurial ventures, Theobald isn't shy about answering that he doesn't know – yet. "I really enjoy the process, though I will say the early days of building a business, which I still very much feel like we're in, are a lot of fun, but it's incredibly tough. You've got to believe your message. You got to believe what you're doing when nobody else does. And that's hard at times to hold onto," he said. "But the reward is so much greater than any other success that I've ever had in the business world. That's something that I could get used to, to going back and get another slice of down the road."

"SecurSpace could grow into something that occupies my time professionally for many, many years to come, or it could be something where there's an opportunity to sell it or to bring in additional managers and free up more of my time and then who knows what the next challenge would be?"



Specialty Masters *Fill a Need*

The landscape of business is constantly changing, and the need for graduate-level business education is changing as well. A 2018 CarringtonCrisp survey found that for the first time since the survey began, more students were considering a one-year business graduate program than a traditional two-year MBA program.

"Students aren't always willing to give up two years of potential earnings, but they are more willing to do that for one year to see the benefit on the other side in terms of increased starting salary, better opportunities and a bigger market for the skills that they'll have," director of graduate programs Lindsey Holden explained.

Miami University and the Farmer School of Business continue to be ranked among the nation's best schools for their commitment to undergraduate teaching. Part of the Farmer School's commitment includes helping provide students with the opportunity to earn specialized graduate degrees tailored to help them fit the current market needs in business.

In 2020, the Farmer School will almost double its graduate school options, adding a master's of business analytics and a master's of management to the existing MBA, accountancy and economics advanced degrees. "The benefit of these types of programs is that they are going to give students the opportunity to continue to receive the support in the

classroom from the faculty that Miami is known for, but also give them an advanced tool set that's going to allow them to be more competitive in the marketplace," Holden said.

A Graduate Management Admission Council survey in 2018 found that nearly one in five students considering a business master's degree were seeking one in data analytics. "There's a market for it. There's a huge dearth in the job market for analytics skills. And there are a lot of students who graduate from across campus who struggle to find employment at the level or compensation they desire," information systems and analytics department chair Skip Benamati explained.

"So we created a program that those students could step into for two extra semesters and leave further credentialed and enabled to not only be a psychologist or a biologist or a sports management executive or fashion designer, but also have strong data skills to apply in whatever discipline they choose," Benamati said.

The new program has both the extra year option and the 3+1 option that allows students to complete their senior year and their graduate degree at the same time, similar to the programs in economics and accountancy. "It's interesting that some of our ISA students are actually going to do it, students that are in our minor or our IS students who didn't get the double major, but now because they

can leave with a master's in four years, they're doing it," Benamati noted. "That may help keep more students here for longer. Students that can graduate early might instead stick around."

"IT'S A
PROGRAM
THAT GETS
STUDENTS'
CAREERS
STARTED."

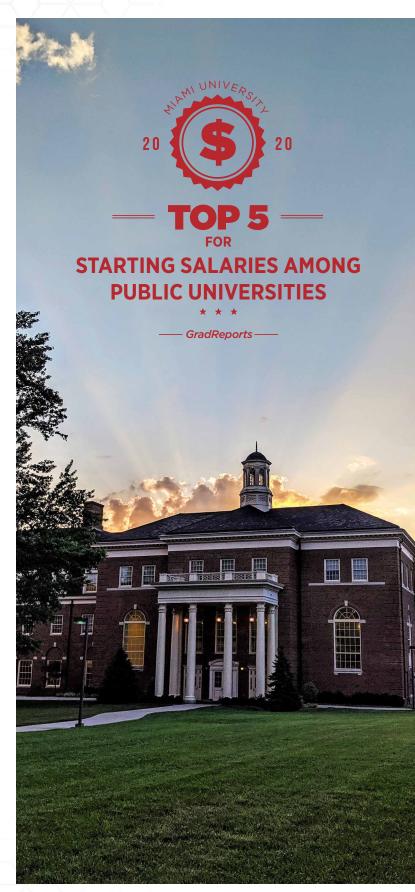
The other new graduate degree is meant to bring business skills to students who don't have a business degree – in response to employer demand for employees with these exact abilities. The Master of Science in Management will be a one-year program with an embedded certificate in

business management. While on the surface it may sound like an MBA program, Farmer School Associate Dean for Curriculum Barnali Gupta says the new program has a different audience. "It's positioned for a very different audience than the MBA program," she explained. "It's a program that gets students' careers started."

Unlike MBA programs, the MS in Management is designed for students who have little or no work experience. "We want to make sure that students are either just out of school or out of school very recently," Gupta noted. "We want them to have the experience of being in school very recently, bring that experience into the classroom and then layer all of these other skills and knowledge upon it."

Gupta said the needed skill sets will be conveyed through three modules. "We've designed this program to deliver the core competencies in business in the preparation module, the hands-on experiential learning in the practice module, then actually execute with a real client in the execute module," she explained.

Gupta said the program will be "a first to market, certainly in our area and with our peers," and is designed initially to have 30 students per cohort. "The very attractive part of this program is it doesn't matter what your major is. We want to respond to market needs for students to have core business skill sets," Gupta said. "The program will include history majors, sociology majors, art and psychology majors, for example. We will leverage core critical thinking skills from the liberal arts foundation of our graduates and add value with a trifecta of essential business skills, business knowledge and hands-on experiential learning."





Student Learns How To Transition "FROM PRACTICE TO PURPOSE" FROM LEADING CMOS

Senior marketing major Emily Leach took part in the Forbes CMO Summit this year, and wrote about her experiences at the event.

This fall, I was honored to represent Miami University and the Farmer School of Business at the Forbes CMO Summit in Dana Point, California. At the conference, CMOs and industry leaders are invited to speak and learn from one another and to share where they see marketing moving in the future.

It was a three-day event filled with incredible panels, insightful speaker spotlights and opportunities to network with the very people I hope to someday work for and work with in my career.

This year's conference was focused on the theme "From Practice to Purpose." As such, the overarching theme looked at how today's top marketing professionals are turning their thoughts into action and creating change in a dynamic and ever evolving world. In attendance were some of today's most influential CMOs, such as Marisa Thalberg of Yum! Brands, Antonio Lucio of Facebook, Rick Gomez of Target, and many others.

Over the course of three days I was astounded by the accomplishments of these individuals and the insight they were able to provide regarding the direction of the marketing industry. Further, I was humbled by their willingness to engage with me and my fellow students throughout the event. I am grateful to each person who was willing to answer my questions, ask about my passions and invest time in my learning process. They made me feel empowered as a young marketer and excited about the work I hope to do.

One major theme stuck out amongst the rest. Repeatedly, the Forbes CMO conference reinforced that in today's marketing world, there is an overwhelming need for authentic storytelling. Over the course of the conference, I cannot count the number of times "authenticity" was mentioned.

A panel of under-30 disruptors kicked off this conversation by discussing the importance of getting your consumer to share authentically with you. By doing so, they have been able to get diverse sets of individuals at the table sharing

their experiences without reservation. This in turn has allowed their companies to drive more holistic insights and business strategies that resonate with a wider audience.

Authenticity is increasingly important with the growth of influencer and social media marketing. A panel centered around Cultural Zeitgeist, featuring Eric Edge of Postmates, Lori Feldman of Paradigm Talent Agency, Jacqueline Parkes of Lego and Ed Pilkington of Diageo MA, had much to say about being able to disrupt consumers in an age of media and noise. They discussed the growing use of influencers and social media, emphasizing that it is critical to look for people who have an authentic connection to your brand so their story and sponsorship carry more weight with the consumer. It's also important to answer these questions:

- What relationship does the influencer have with their audience?
- What does that relationship do for your brand?
- Are you willing to collaborate with your influencer?

The point of authenticity was driven home through a panel entitled "Activism is the New Purpose". This group of professionals, including Andrea Brimmer of Ally, Monica Gil of Telemundo NBC, Carla Hassen of Citi and Lisa Sherman of the Ad Council, talked about how companies and brands can authentically take a stand. "People vote with their wallet. They believe their voice can be heard based on where they put their money. But, the voice must authentically fit the brand," Gil explained.

It was clear following my three days with Forbes that authenticity is the key driving force to earning consumer trust and loyalty, and should be at the center of each CMO's conversation regarding the evolution of their brands.



US News & World Report =



THESE CHAIRS AREN'T MADE FOR SITTING

Accountancy:



Drew Reffett, Chair since 2018

PH.D. UNIVERSITY OF ILLINOIS AT URBANA-CHAMPAIGN B.S. PURDUE UNIVERSITY, ACCOUNTING (WITH DISTINCTION)

Drew joined the faculty at Miami in the summer of 2008. He primarily teaches topics related to financial statement auditing, but has also taught intermediate financial accounting. Drew's research interests relate to factors that affect auditors' litigation and regulatory risk, and how those factors affect audit practice.

Why did you want to be/agree to be department chair?

I was happy to accept for several reasons. My predecessor, Dean Marc Rubin, established an incredibly strong department composed of a world class accountancy faculty who are passionate about the educational experience we provide to our students. The opportunity to serve as department chair for so many talented and generous faculty members was (and is) both professionally and personally appealing.

The department is similarly blessed with a large, extremely talented and loyal alumni base. The support our alums consistently provide greatly expands the potential initiatives we can undertake to advance our programs and support our students.

Last, I am keenly aware that working as a tenured professor within such a wonderful institution as Miami University's Farmer School of Business is a rare privilege. I have been treated exceedingly well by the administration, colleagues, staff and students. Serving in the role of department chair is one way I can give back to the university and school that has provided me with so much.

What do you want alumni to know about the department?

Beyond how much we appreciate their support and enjoy hearing from them, is how hard our faculty have worked (and will continue to work) to ensure that the educational experience we provide prepares our students to thrive in the ever-changing business environment they will soon enter. I am confident that our recent (and future) curricular innovations, expanded set of handson learning experiences, and student-focused faculty combine to create an educational experience that is at the very forefront of accounting education.

What are you excited about in the department for 2020?

The upcoming year is exciting because of the multiple new initiatives we plan to put into effect. For several years we, in collaboration with our alums and stakeholders, have worked hard to advance the educational experience we provide and will continue to do so. In addition, we plan to implement several student recruitment and student placement initiatives to ensure we attract industrious, intelligent, high-character students to our programs and then place those students in a wide array of intrinsically and extrinsically rewarding professional careers.

Economics:



Melissa Thomasson, Chair since 2019

PH.D. UNIVERSITY OF ARIZONA, ECONOMICS M.A. UNIVERSITY OF ARIZONA, ECONOMICS B.S. UNIVERSITY OF PUGET SOUND, ECONOMICS

Melissa is a Research Associate for the National Bureau of Economic Research, has served on the editorial boards of two journals in her field, and is the Executive Director and a former Trustee of the Cliometric Society. She has testified before Congress and her findings have been cited in the New England Journal of Medicine, the Yale Law Journal, in reports prepared for the U.S. Senate and the United Nations, and by Rep. Paul Ryan (R, WI). Thomasson's work has been featured on "This American Life" and "All Things Considered," and in articles in the New York Times, the Financial Times, and a Washington Post podcast in addition to numerous other outlets.

Why did you want to be/agree to be department chair?

I agreed to be department chair to work to keep the department strong and help it evolve with changing opportunities and demands. Over the past decade, the number of students in the department has almost tripled. Under George Davis' leadership, the department remained strong. Students continue to get good jobs and into good graduate programs and faculty continue to be highly engaged with students.

What do you want alumni to know about the department?

That the economics department remains true to its long-standing tradition of high quality student-faculty engagement, with engaging faculty, intellectually rigorous courses, and a commitment to student success.

What are you excited about in the department for 2020?

Looking forward to several new faculty joining our department, having a record number of graduates, and creating further avenues for students to engage with firms and alumni in experiential learning opportunities.

Institute for Entrepreneurship:



Tim Holcomb,
Director since 2018

PH.D., TEXAS A&M UNIVERSITY M.B.A., UNIVERSITY OF LOUISIANA AT MONROE B.B.A., UNIVERSITY OF LOUISIANA AT MONROE

Tim previously held The Jim Moran Professor of Entrepreneurship and served as executive director of The Jim Moran Institute for Global Entrepreneurship at Florida State University. While at Florida State, he helped raise \$100M to establish the nation's largest interdisciplinary entrepreneurship school, the Jim Moran School of Entrepreneurship. His research interests include resource management and human capital theory, behavioral decision theory and judgmental decision-making, and venture formation, funding, and growth. Tim's research appears in leading journals and has earned awards from the Academy of Management, the Strategic Management Society, the Kauffman Foundation and Babson College.

Why did you want to be agree to be department chair?

To have the opportunity to lead a perennial Top 10 undergraduate entrepreneurship program with amazing students and a dedicated group of amazingly talented faculty and staff

What do you want alumni to know about the department?

Led by world-class faculty who have an unwavering commitment to academic research and undergraduate education and a passion for mentoring students, we are driven by a desire to prepare undergraduates to be "job ready, day one." The John W. Altman Institute for Entrepreneurship combines strong academic research and scholarship with immersive, practice-based learning opportunities for undergraduates in the areas of startup and venture capital, social entrepreneurship and impact investing, corporate innovation and technology commercialization and creativity and entrepreneurial thinking. We embed entrepreneurial thinking in every major—from business, science, engineering, and technology to the humanities and the arts.

What are you excited about in the department for 2020?

I'm most excited about our efforts to provide every Miami University undergraduate the opportunity to "experience" entrepreneurship. Over the last five years, we have completely revamped our curriculum with an emphasis on practice-based, immersive learning; introduced a new co-major, minor, and three entrepreneurship certificates (Startup, Social, and Creativity); and launched several new co-curricular programs that support and extend student learning outside the classroom, including Social Innovation Weekend, RedHawk Launch Accelerator, Advancing Women in Entrepreneurship, and the Venture Capital Investment Competition. We now have more co-curricular programs (19) than we have courses (18).

The idea is to create as many opportunities for our students to apply what they've learned in the classroom to solve real problems in the real world as possible. As a result, demand for our classes has increased dramatically, with the number of students enrolled in entrepreneurship courses having quadrupled in the last four years.

Finance:



Joel Harper, Chair since 2018

PHD, OKLAHOMA STATE UNIVERSITY BBA, HARDING UNIVERSITY

Dr. Harper joined Miami University two years ago and has previously served on faculty of several universities, most recently as the Bill G. Blair Professor in Finance and the department chair - School of Finance, Operations Management & International Business at the University of Tulsa for three years. Prior experience includes 11 years as a faculty member in the finance department at Oklahoma State University and an Erskine Fellow at the University of Canterbury. Prior to that, he was on the faculty at Florida Atlantic University. Dr. Harper is also volunteer for the CFA Institute, serving as the president of the South Florida Society and in various capacities with the parent organization. The CFA Institute's mission is to lead the investment profession globally by promoting the highest standards of ethics, and professional excellence for the ultimate benefit of society.

Why did you want to be/agree to be department chair?

Miami University's focus on traditional, residential undergraduate education initially attracted me to take a close look at the department chair position. Being a large and growing department presents many opportunities for faculty and students. It is those opportunities that sold me on coming to Miami and joining the faculty and it has been exactly what I expected. The students are

motivated and enthusiastic, the alumni are extremely supportive and my colleagues are dedicated to the students and their research work.

What do you want alumni to know about the department?

Finance is the largest major at Miami University and places graduates in all areas of business, from corporate finance functions, to investment banking, commercial banking, asset management and real estate. There are nine student business organizations that provide great opportunities to explore career options and network with alumni in the business community and we host several case competitions that help students gain experience in taking complex problems and designing solutions that meet specific objectives.

What are you excited about in the department for 2020?

We recently revised the finance curriculum to better align what and how we teach to better prepare students for their careers. The input from the alumni survey was extremely helpful in this process. I'm excited to see that come together and how it strengthens the finance program. I'm also excited about the emergence of a real estate program at FSB and the eventual creation of a major. We have finished the initial steps of the program and increased our course offerings in this area. Finally, a focus on the asset management field, with students gaining experiences in the Student Managed Investment Fund is an exciting first step into professional asset management. I look forward to continuing and growing the relationship with alumni to help benefit our students and programs.



— Gartner, Inc. —



Information Systems & Analytics



Skip Benamati, Chair since 2011

PH.D. UNIVERSITY OF KENTUCKY
M.S. MARIST COLLEGE
B.S. INDIANA UNIVERSITY OF PENNSYLVANIA

Skip worked for International Business Machines for 10 years prior to returning to school for his Ph.D. leaving as a national level consultant doing application and data architecture work. He joined the Miami faculty in 1997.

His research interests are changing information technology (IT), IT management/strategy, trust in online environments, and assessing the IT curriculum. His research has appeared in the Journal of Management Information Systems, Decision Sciences, Communications of the ACM, Information and Management, Decision Support Systems, Communications of the AIS and elsewhere.

Why did you want to be/agree to be department chair?

I agreed because I felt that the department needed me to step up, not because I was yearning to be a chair. Looking back, I am extremely glad I did. It has been an incredible eight+ years.

What do you want alumni to know about the department?

We have built an amazing team of faculty with high energy that are continuously moving the needle. We are extremely proud of our programs and work tirelessly to make them better and to give students the best experiences to prepare them for success in IS and Analytics. To do so requires constant learning and retooling, arguably more so than any other disciplines at Miami, but certainly within the division.

What are you excited about in the department for 2020?

We have our new Masters in Business Analytics beginning in the fall 2020 semester and we are currently designing an Information Security track for our IS major. Both of these efforts are examples of us continuing to move the needle.

Management:



Bryan Ashenbaum, Chair since 2017

PH.D. ARIZONA STATE UNIVERSITY M.B.A. ARIZONA STATE UNIVERSITY B.S. ARIZONA STATE UNIVERSITY

Bryan's primary research interests are integration and boundary behavior among supply chain actors and assessing the impacts of the "human factor" in supply chain and operational issues. He has published in the Journal of Supply Chain Management, the Journal of Business Logistics, and a number of other academic journals. Prior to his academic career, he held various positions with Procter & Gamble, Honeywell, NIBCO, and the US Navy.

Why did you want to be/agree to be department chair?

I was looking for a new challenge after 11 years of teaching and research. In addition, the department chair role provided a chance to be involved in addressing some of the issues higher education is facing. The leadership teams in universities across the country will have to think creatively in dealing with changing public perceptions regarding the value proposition of higher education, the demographic "timebomb" colleges are facing, and the continuing technological disruption of our field.

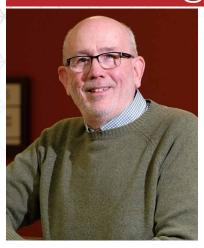
What do you want alumni to know about the department?

The management department has nearly thirty faculty teaching and researching in two areas: human capital management & leadership, and supply chain & operations management. We have offered major and minor programs in both areas for thirty years,

What are you excited about in the department for 2020?

- 1. The launch of the newly-approved Center for Supply Chain Excellence, which will bring together students, recruiting organizations, and faculty in new and better ways.
- 2. The continued push for leadership education for students and for executives in the field, as exemplified by programs in the Center for Business Leadership and continuing executive education efforts.
- 3. Getting to read Professor Megan Gerhardt's forthcoming book on generational differences in the workplace!

Marketing:



Mike McCarthy, Chair since 2017

PH.D. JOSEPH M. KATZ GRADUATE SCHOOL, UNIVERSITY OF PITTSBURGH M.B.A. ROCHESTER INSTITUTE OF TECHNOLOGY B.S. ROCHESTER INSTITUTE OF TECHNOLOGY

Mike taught in the Highwire Brand Studio and Strategy Works practica as well as the branding and integrated marketing communications elective. He also taught the marketing management course in Miami's Professional MBA program at the Voice of American Learning Center.

Dr. McCarthy's research interests focus on branding and brand equity management. He has numerous published articles in scholarly journals, including the Journal of Consumer Psychology, Journal of Consumer Research, Journal of Marketing, Marketing Letters, Psychology and Marketing and Journal of Advertising Research. He is also the co-developer, with Professor Gillian Oakenfull, of the BrandDNA and CAUCUS methodologies for brand association elicitation and measurement.

Why did you want to be agree to be department chair?

I felt the changes in the higher education marketplace would require the department to move forward in a number of ways to ensure the long term success of the department and its graduates. Also, I felt it my obligation to pay forward the many great things prior department chairs have done that benefited the department in general and me in particular.

What do you want alumni to know about the department?

We have been focusing on making a marketing degree from Miami an even more valuable asset for our graduates. One example of this is expanding the opportunity to take an experiential learning capstone to every marketing major. Another example is the redesign of the marketing curriculum to better prepare our graduates for the types of marketing career opportunities arising from new technologies and greater access to data for developing customer insights. A third example is the launch of the KICKGLASS program to better prepare women and students from underrepresented groups for careers as leaders in the marketing field.

What are you excited about in the department for 2020?

We have established the Miami Marketing Leadership Advisory Council, our first external advisory group established to help the department stay on the leading edge of marketing education and our inaugural gathering will be in early March. I believe that event will provide a lot of ideas and insights for how to invest the energies of the faculty and students to make a Miami marketing degree even more valuable in the years to come. Finally, the Fall 2020 semester will be the first one in which our entire new marketing curriculum will be in place.





Miami University's John W. Altman Institute for Entrepreneurship hosted its third annual Social Innovation Weekend at the Farmer School of Business, this year focusing its efforts on food insecurity in surrounding counties. The event was an intense, three-day experience for students, business and medical professionals, and community members to work side by side using entrepreneurial training to create solutions for a pressing societal crisis. In previous years, the issues tackled included substance abuse/addiction and infant mortality rates of the African-American population of Butler County.

The Institute co-hosted with several campus partners, including Miami Global Health, Miami Social Work, Miami Gerontology, Miami Nutrition and Dietetics, Miami Institute for Food, Miami Institute for the Environment and Sustainability and Miami Social Justice.

More than 130 students from majors across Miami University, and more than 50 professionals from across the area's most civic-minded sectors took part. Students were formed into two dozen teams and spent the better part of two days looking for a business or non-profit idea that would help alleviate some aspect of food insecurity — doing research, talking with mentors, and seeking out validation for their ideas.

The winning team, Press!, came up with an idea to turn restaurant and grocery food waste into juice that could be sold for profit or given away, as well as create organic compost for farming. Team members were Duy Le, Matthew Enslin, Olivia Ferrazza, Juliana Zacher and Madelyn Harvey.

"I don't think I could have possibly had a better experience. I learned so much about food insecurity, how to work effectively in a team environment and go about doing



what entrepreneurs do. I went from having four strangers as teammates and no solutions to a big problem, to four friends and an incredible plan," Ferrazza said. "I think my favorite part of the weekend was when we got to talk and engage with experts in the field and the moment it all 'clicked.' I am so, so grateful to have had this opportunity, and so glad I took a chance and decided to do it!"

Second place went to Growing Champions -- Maggie McCutcheon, Zhiyin He, Bich Ha Nguyen, Tori Ward and Alondra Griffith, while Mama's Meals - Jared Regruth, Josiah Putrich, Claire Stoll and Yifei Lin - came in third. Hopefull Jars - Gianmarco Petrelli, Grace Thorstenson, Ifey Okafor, Isabeau Camp and Faith Walker - was the People's Choice winner.

"Being able to work with students from entirely different majors not only diversified our solution, but it diversified my mindset when tackling problems," Enslin remarked. "Through SIW, I learned the importance of understanding the problem and remaining focused on it in order to effectively solve it. I was able to grasp the whole entrepreneurial process on a deeper level."

"It was a really awesome opportunity for us as professionals to network with other professionals related to this social justice issue. I think this weekend really helped renew a sense of purpose for what we do at Fuel NKU, as well as provided a new wave of hope that is sometimes easy to lose in the wave of human services or social justice work

with such a daunting task in overcoming food insecurity and hunger," Fuel NKU's Shannon Wilson explained. "It's really easy to get kind of bogged down with, 'Oh my gosh, how do we solve this?' So hearing the ideas of so many people coming at it from so many different angles and so many different disciplines has been a really special thing to witness."

The competition is sponsored by Cincinnati's Flywheel Social Enterprise Hub, the only socially-focused business accelerator in the region. Past winning teams received attention from accelerators and investors, as many judges have an eye for which proposals have a lifespan beyond the three days.

"You know, every one of these events I feel like I get younger because I learn new things, I have new experiences, and I love the ideas that come out of this. For me, this is the reason I do this work. It's energizing," Flywheel executive director Bill Tucker explained. "I hope from this experience that they find themselves better prepared for their next gig, their next job. Whether they start a business or not, whether they find themselves in a startup-type business, whether they find themselves in a social service agency or in a large company, I hope the skills that they learned here, they can apply directly to those engagements."

At the end of Social Innovation Weekend, the theme for next year's event was announced – homelessness and affordable housing.



Where in the World are Our



More than 65 percent of Farmer School students will take part in a study-abroad or study-away program during their Miami years.

With programs around the world ranging from a few weeks to several months, there is an experience ideally suited for every Farmer School student. But what are these programs really like? We asked four Winter Term study abroad programs to give us a day-in-the-life snapshot of their experiences,

all on the same day – Saturday, January 11.

The **Asian Financial Markets** program is designed to expose students to global financial markets by visiting four of the most dynamic financial centers in Asia; Singapore, Seoul, Shanghai and Beijing. Students study international finance, with an emphasis on China, Asian culture and history of relations between Asia and the West. The program travels to Singapore, Seoul, Shanghai, Harbin and Beijing. Company partners are important to the program as in addition to traditional company introduction and question and answer with top executives, the group remains at each company for a full half day for class. Companies this year included financial and manufacturing firms DBS Bank, BNP Paribas, Stonebridge Ventures, JM Huber, Harman, Standex, Peter Cremer and Cerberus.

10 am: All 26 students met in the hotel lobby to head to the first stop of the day: the Jade Buddha Temple. We crowded onto the busy metro trains and managed not to lose anyone in the group!

11 am: After walking through fish markets in the Jing'an Si neighborhood, we arrived at the Jade Buddha Temple. We saw two stunning jade Buddhas – including the largest jade Buddha in China – and the group tried their hand at tossing coins into the windows of the shrine in the courtyard. Tradition says that if you are successful, you will have good luck and financial prosperity.



12:15 pm: After another round of battling the crowds on the train, we arrived in Pudong for lunch. The group scattered through the modern business hub to gawk at the tall buildings and find a bite to eat.

1:45 pm: We met back at the train station to head to our final destination before dinner: the Yuyuan Bazaar. In the heart of Old Shanghai City, the market is an eclectic mix of traditional architecture, food vendors and shops. With the Chinese New Year right around the corner, there were plenty of colorful decorations and lanterns on display. We tried our hands at bargaining while strolling through the beautiful, chaotic streets.

5:15 pm: After an afternoon of shopping, we met in the hotel lobby to head to dinner at a traditional 1920s Shanghainese restaurant off the famous Nanjing Road shopping district. Food was served family style, and there wasn't a fork in sight! By now everyone was comfortable with chopsticks, so we filled up on duck, spicy green beans, prawns cooked over stones and much more. During dinner, Dr. David Shrider (the faculty director) told students there was a special surprise after dinner: tickets to the circus!

6:45 pm: We headed back to the train to make our way to the show, the ERA Intersection of Time.

7:30 pm: The show was amazing from the start, with acts ranging from gravity-defying acrobats to graceful contortionists. The show was grounded in traditional Chinese arts, including acrobatics, martial arts and dance, with modern multimedia effects to enhance the skills of the performers. The final act was almost unbelievable, with eight full-size motorcycles circling each other in a round cage, often driving upside-down!

10 pm: We arrived back at the hotel safe and sound after an exciting day exploring the wonders of Shanghai!

"One of the best parts about Asian Financial Markets is the combination of cultural experiences and company visits we complete," Meredith Haught said. "This has given me an appreciation of how Asian culture functions in daily business and reminded me that it is necessary to conduct business with an international mindset and awareness."

The **Australia program** has two tracks. Participants on the marketing track met with representatives from Costco, Impressive!, Digital Marketing Agency and Salesforce, while participants on the management track met with representatives from AIG Insurance and 3M. At each of these company visits, students had the opportunity to learn about what the company does, develop an understanding of the differences between working in Australia and the United States, and ask questions. At 3M, students on the management track were given a tour of their innovation lab which showcased the company's core technologies such as adhesives, films and engineered graphics.





7:30 am: Our group of 59 students, two faculty members, one staff member and three guides departed in two charter buses out of Sydney toward Featherdale Wildlife Park. We traveled for about an hour while Dr. Terri Barr reviewed MKT 425 exams with her students.

8:30 am: We began walking through the park. At the front, there was a station to purchase a cup of animal food, and shortly thereafter, we were greeted by wallabies that we could hand feed. Walking through the park, we encountered many native animals, including koalas, kangaroos, wombats, dingoes, quokka, crocodiles, Tasmanian devils, emus and more. Many students opted to get their photo taken with a koala for an additional charge.

10 am: We left Featherdale Wildlife Park. On the bus, our guide, Tim, told us random facts about the animals we just saw. For example, koalas have cartilage on their rears because they sit in trees for about 20 hours per day and Tasmanian devils nearly became extinct due to a facial tumor. Healthy Tasmanian devils were quarantined to work toward saving the population.

11:15 am: Despite the rainy weather, we stopped in a small town called Leura for lunch on the way to our destination in the Blue Mountains. This one-street town had a variety of options including The Chelsea Cake Shop with delicious meat pies, an Aussie favorite.

Noon: After lunch, we departed from Leura to go further into the Blue Mountains and visit Scenic World, a privately-owned park west of Sydney.

12:45 pm: Upon arrival, we had a choice: we could walk down the mountain or opt to take the cable car down. Unfortunately, we discovered that the walk was closed due to fog so everyone hopped onto an enormous cable car and we began the journey through the rainforest.

1:15 pm: After finishing the trip, the group rode the park's scenic railway up, back down, and up again! Our seats were adjustable and we had the option of "laidback" or "cliffhanger."

2 pm: We departed from Scenic World and headed to our next location, Echo Point, in hopes of seeing the Three Sisters Rock Formation. Unfortunately, there was so much fog that it wasn't visible.

2:20 pm: After an exciting day, we headed back to Sydney (about a two hour drive) where we had free time for the evening.



"After seeing and experiencing everything that we have done and more, I want to move to Australia," David Kurz remarked. "This trip has been eye opening about the culture of Australia and the importance of nature. Sorry Oxford, but I'm staying here."

The Southeast Asia program exposes students to emerging markets and economies in Southeast Asia as well as the thriving city/state of Singapore. Students also visited Vietnam and Thailand, where they were paired with local "buddies" to enhance their experience. Students had two main areas of study: international business and poverty and income inequality. For the international business focus, students were exposed to different types of multinational businesses in the area including hospitality management, manufacturing and technology. Students visited an industrial park in Ho Chi Minh City, where Intel is located. Students had a chance to compare different governments' policies across the four countries they visited. For the poverty and income inequality focus, students had an opportunity to witness the livelihood of the local people (and orphans) in Cambodia's most visited area for tourism, Siem Reap.

We spent the morning at the Maejo University Horticulture Center with our Thai buddies. Yesterday we visited the Thai Royal Project and learned how the workers there have been studying agriculture to better help Thai people with new farming methods and ideas. This morning, we continue to learn more about agricultural methods and how they can boost the economy of small farms.

9 am: Presentation on small family farms. The King of Thailand has recommendations on how to farm in order to make small, rural families self-sufficient as a way to keep them with their families and not migrating to the cities.

We took a tour of the grounds and saw mangoes, bananas and other fruits that grow there. We also learned about how to farm rice and made our way to Maejo University's rice paddy for the students to plant their own rice.

11 am: We ate a traditional lunch with our Thai buddies and tried the bananas that are grown there.











1 pm: We visited Sunsweet Farms Corp., where they produce King of Corn products. We talked with the company's workers about corn production in Thailand and the market for corn in Asia.

3 pm: We arrived back at the hotel and students had free time to explore the Walking Street Night Market.

"Studying abroad on the FSB Southeast Asia program was an amazing cultural experience. We had the opportunity to visit four different countries each with unique cultures and backgrounds and meet many people along the way," Rebecca Torrisi explained. "It was an experience unlike any other to be able to see an entirely new part of the world."

The **London and Italy program** is designed for business majors who want to learn how business is conducted in two different European locations. Company visits, cultural activities and guest lectures added a unique lens to the supply chain and operations management course taught by two Farmer School faculty members. From an afternoon at the Amazon Fulfillment Center in London to a day in Tuscany at a cheese factory, a coffee plantation and a winery, students explored different business cultures and supply chain strategies across cultures.

8:15 am: Our 55 students were split into three groups. Each group was assigned a different departure time for their tour of the Uffizi Gallery and the Galleria dell'Accademia. At the assigned time, tours departed from the hotel lobby.

8:30 am: Students walked along the Fiume Arno (River), which goes through Firenze. They were treated to an overview history of Firenze and many beautiful sights along the way. The city combines both modern and historical cultures, which work together in harmony.



9:00 am: We arrived at the Uffizi Gallery and enjoyed a guided tour that offered fascinating information about the artwork. The Uffizi gallery is home to works by many different artists, including Raphael, Michelangelo, Leonardo Da Vinci, Pierro Della Francesca and many more.

10:15 am: After leaving the Uffizi Gallery, each group walked through public squares (piazzas) and learned about different historical sites such as Il Duomo and the Baptistery of St. John. While exploring, the group came across a leather shop called Sabani. This shop has a collection of items left there by previous customers to show

their school pride. Among them is a Miami RedHawks flag, which was left with the shop owner seven years ago. The flag has signatures from Miami students, faculty and staff who have been abroad in Italy.

10:30 am: Students relaxed and had a bite to eat at a nearby cafe before entering the Galleria dell'Academia. This area is famous for housing David, one of Michelangelo's most notable pieces of art. The tour guides explained the process of creating these masterpieces.

12:00 pm: After exploring the Galleria, students were free for the remainder of the day. ■

"Studying abroad has been an incredible experience that has allowed me to broaden my understanding of the supply chain while being exposed to different cultures and environments. Having the opportunity to see first-hand the operations of global companies has been extremely valuable," Paige Farlin said. "It is so exciting to observe how the topics and concepts we cover in class are conducted in real-world business. I know this is an experience I would never be able to have without studying abroad, and I am so happy I've had this opportunity!"

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Dear Marc;

On behalf of current and past Business Advisory Council members, thank you for your leadership and unwavering love for Miami University and the Farmer School. At a time when many would have happily wound down their careers in preparation for retirement, you stepped up when asked to serve, first as interim dean, and then as Dean and Mitchell P. Rales Chair in Business Leadership. We are a better university and a better school because of your decision and actions.

Under your leadership, you fostered a strong sense of community among students, alumni, faculty and staff, that will provide a high standard and wonderful example for the incoming dean. You championed strong curricular changes such as our distinctive First Year Integrated Core Curriculum, placed a focus on faculty development by creating the San Francisco Faculty Treks and engaged countless students in the Forsythe Commons during your "office hours" discussing with them their Miami and Farmer School experiences.

We wish you and Julie every happiness in your so very well-deserved retirement.

Patinia B. Moruson Justin Sheperd

PATTY MORRISON & JUSTIN SHEPERD Co-Chairs, Farmer School of Business Business Advisory Council





800 EAST HIGH STREET, OXFORD, OH 45056

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